



Association of  
Police and Crime  
Commissioners

# APCC BUSINESS PLAN 2020-22

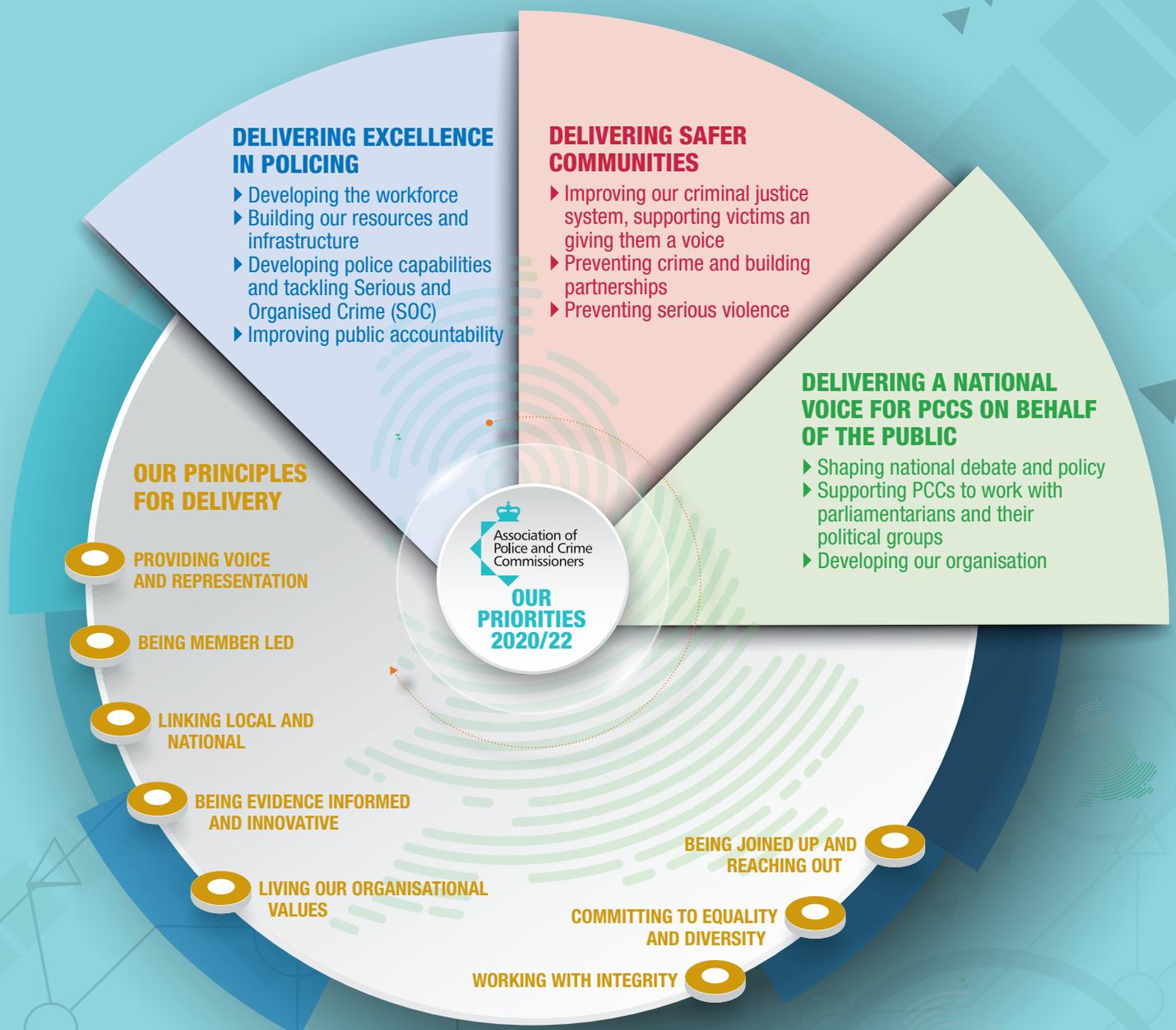
Setting out our priorities, plans and how  
we will deliver over the next two years

# APCC

## BUSINESS PLAN OVERVIEW: OUR PRIORITIES FOR 2020-22

### WHO ARE WE?

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



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# BUSINESS PLAN OVERVIEW: OUR PRIORITIES FOR 2020-22

## DELIVERING EXCELLENCE IN POLICING

### Developing the workforce

- ▶ We will work with our national partners to increase the capacity and capability of police officers and staff and deliver against the ambitions of the Police Uplift Programme and more widely.
- ▶ We will work with our communities to ensure that policing is more representative of the communities we serve.
- ▶ PCCs will confidently apply and champion equality and diversity principles.

### Building our resources and infrastructure

- ▶ We will work with government to help ensure that policing has the funding and resources that it needs to deliver against the public's priorities.
- ▶ We will play our part in driving the modernisation and transformation of the police service, realising efficiencies, and ensuring forces can take full advantage of new technologies, including implementation of the new Police National Data and Technology Strategy and developing the use of environmentally-friendly vehicles and estate.
- ▶ We will actively support our PCC-led companies – the Police ICT Company and BlueLight Commercial – to enable them to successfully deliver transformation on behalf of policing.

### Developing police capabilities and tackling Serious and Organised Crime (SOC)

- ▶ We will play a full and active role in tackling SOC, helping to join up systems and services locally, regionally, and nationally and developing our Regional Organised Crime Units (ROCU) to ensure they are supported and equipped to deliver effectively on behalf of the public.
- ▶ We will provide leadership and governance to support the development of specialist capability networks to deliver more efficient and agile policing services to the public.

### Improving public accountability

- ▶ We will further develop the accountability and transparency of the role of Police and Crime Commissioners (PCCs) and enable greater openness and accountability on police ethics and complaints.
- ▶ We will support PCCs to hold their Chief Constable to account for performance, ensuring the public have a voice in policing and that police forces are accountable to the communities that they serve.

## DELIVERING SAFER COMMUNITIES

### Improving our criminal justice system, supporting victims and giving them a voice

- ▶ We will work with partners to develop the role of PCCs in the criminal justice system, enabling them to join up local criminal justice services more effectively, to reduce reoffending and improve outcomes for victims.
- ▶ We will support PCCs in their role as the commissioners of local services for victims and ensure that the needs, experiences and voice of victims are at the heart of the criminal justice system and of local and national developments.

### Preventing crime and building partnerships

- ▶ We will support PCCs as they lead prevention work locally, guided by a growing evidence base of what works, and working with local partners to address community concerns, including key issues such as road safety; business and retail crime and more widely.
- ▶ We will support PCCs to collaborate with partners to address vulnerability and support people with complex needs including those with addiction and mental health concerns, reducing non-crime demands on policing.
- ▶ We will support PCCs to collaborate effectively with wider emergency services including developing their role with fire and rescue services.

### Preventing serious violence

- ▶ We will provide leadership and support to multiagency partnerships to tackle serious violence, reducing violent crime and keeping vulnerable people safe.
- ▶ We will continue to lead and support the development of Violence Reduction Unit (VRUs), drawing on learning to support all PCCs to deliver VRU-style approaches in their local areas.

## DELIVERING A NATIONAL VOICE FOR PCCS ON BEHALF OF THE PUBLIC

### Shaping national debate and policy

- ▶ We will raise the profile of PCCs, engaging the media and national stakeholders and delivering campaigns and products that demonstrate the difference PCCs are making.
- ▶ We will provide support, tools, and products to PCCs and their teams in advance of the PCC elections, and deliver tailored support for new and returning PCCs post-election.
- ▶ We will ensure that the views, achievements, and impact of PCCs shape and inform national discussions about expanding their role and strengthening accountability.

### Supporting PCCs to work with parliamentarians and their political groups

- ▶ Through our public and parliamentary affairs programme, we will support PCCs to influence and engage effectively with Ministers, MPs and other parliamentarians.
- ▶ We will increase opportunities for PCCs to network and engage with their party colleagues.
- ▶ We will enable PCCs to build their profile in their political parties and shape their policy and approach to crime and policing.

### Developing our organisation

- ▶ We will develop the APCC as a model of good practice demonstrating the effective, good governance of a national membership organisation, with a robust business and financial model to enable it to adapt and develop to ensure its long-term sustainability, relevance and effectiveness.
- ▶ We will continue to respond effectively to the challenges of the COVID-19 pandemic – being flexible and creative, adapting quickly, learning from best practice, managing risks, seizing opportunities, and looking after our members and their teams.

## OUR PRINCIPLES FOR DELIVERY

### Providing voice and representation

- ▶ Pro-active communication and engagement with and for our members.

### Being member led

- ▶ Open, accountable and well-governed, with members setting priorities.

### Linking local and national

- ▶ Working with every region in England and in Wales, so our work reflects their experiences.

### Being evidence informed and innovative

- ▶ Building evidence, sharing knowledge and good practice.

### Being joined up and reaching out

- ▶ Working with national partners and across sectors as a 'whole system' to tackle crime and its causes.

### Committing to equality and diversity

- ▶ Driving the equality and diversity agenda in policing and community safety.

### Working with integrity

- ▶ Embodying the highest standards of conduct in public life.

### Living our organisational values

- ▶ Respecting and supporting each other and everyone that we work with.

# FOREWORD

**We are delighted to publish the APCC Business Plan 2020-2022, which clearly sets out our priorities and what we expect to deliver over the next two years.**

This plan has been developed in close consultation with our membership and has sought input from our wider stakeholders throughout. Our new delivery structure ensures that we are better able to deliver against our key priorities of excellence in policing and safer communities, alongside providing a national voice for PCCs, victims and the public.

The development of this business plan has spanned the outbreak of the COVID-19 pandemic. We are determined to continue to respond creatively to the unique challenges this creates for our organisation, for policing and for the local communities that we serve.

The current climate presents huge challenges as well as opportunities for PCCs and for policing and criminal justice more widely. Police funding will remain sharply in focus with the forthcoming Comprehensive Spending Review 2020 and we know that we have a critical role to play in driving the modernisation and transformation of the police service, realising efficiencies and ensuring forces can take full advantage of new technologies. We want to help to join up agencies to tackle serious and organised crime and serious violence, further improve transparency and accountability, reform our criminal justice system, provide a voice for victims and invest in prevention. We will proactively engage with the Home Office review of the role of PCCs, seeing this as an opportunity to further develop and strengthen the role, and also the local government reform agenda, ensuring that the APCC is well placed to influence and engage with work around devolution and policing governance.

We are also committed to working with our partners to further support and develop the new national policing governance landscape including supporting PCCs to provide a strong voice on the new National Policing Board (NPB) and sub-boards, and to shape and drive the national programme to recruit 20,000 additional police officers by 2023. We also want to work with our communities to ensure that policing is more representative of the communities we serve.

This business plan sets out how the APCC will act to further develop and transform policing and wider criminal justice and strengthen public trust. We look forward to working with colleagues to deliver on it.



**Paddy Tipping PCC**  
APCC Chair



**Susannah Hancock**  
APCC Chief Executive

# EXECUTIVE SUMMARY

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

This business plan for 2020-22 sets out our priorities and what we expect to deliver for the next two years, covering our plans for: delivering excellence in policing; delivering safer communities; providing a national voice for PCCs, victims and the public; and developing our organisation.

The development of this business plan has spanned the outbreak of the COVID-19 pandemic. We are determined to respond creatively to the unique challenges this creates for our organisation, for policing and for the local communities that PCCs represent.

## Delivering excellence in policing

PCCs are elected representatives of the public in policing; they hold police forces to account, consult with the public on local police and crime priorities and set the force's budget. The APCC/ National Police Chiefs Council (NPCC) *Policing Vision 2025* identified a national programme of work with a focus on local policing, forensics and other specialist capabilities, workforce development, digital policing and technology and business delivery. We will continue to work with our partners to develop and deliver a compelling national vision for policing, and to refresh the *Policing Vision 2025*. We will support PCCs to provide a voice on the new National Policing Board (NPB) and sub-boards, and to shape and drive the national programme to recruit 20,000 additional police officers by 2023.

## Develop the workforce

We will work with our national partners to increase the capacity and capability of police officers and staff and deliver against the ambitions of the Police Uplift Programme and more widely.

We will work with our communities to ensure that policing is more representative of the communities we serve. PCCs will confidently apply and champion equality and diversity principles.

### To do this we will:

- ▶ support and help to drive the recruitment of 20,000 new police officers by 2023, locally and nationally;
- ▶ enable PCCs to hold Chief Constables to account for delivery against the Police Uplift Programme and workforce equality and diversity;
- ▶ undertake work to increase the number and diversity of applicants for chief officer positions; and
- ▶ support PCCs to give national leadership on equality and diversity issues.

## Building our resources and infrastructure

We will work with government to help ensure that policing has the funding and resources that it needs to deliver against the public's priorities.

We will play our part in driving the modernisation and transformation of the police service, realising efficiencies and ensuring forces can take full advantage of new technologies, including implementation of the new Police National Data and Technology Strategy and developing the use of environmentally-friendly vehicles and estate.

We will actively support our PCC-led companies – the Police ICT Company and Blue Light Commercial – to enable them to successfully deliver transformation on behalf of policing.

### To do this we will:

- ▶ proactively lead in the development of a financial settlement and Spending Review that delivers excellence in policing;
- ▶ make the case for a funding formula that better reflects local issues and demands, pushing for and contributing to a review of the formula;
- ▶ provide effective governance for the new police digital and technology strategy and for delivery of major technology programmes;
- ▶ support the end-to-end digitalisation of policing in line with the digital strategy;
- ▶ help to create a shared digital platform to enable police forces to work smarter and collaborate better; and
- ▶ increase productivity and deliver efficiency savings for reinvestment back into front-line policing, including supporting the creation and operation of BlueLight Commercial.

### In relation to the COVID-19 pandemic, PCCs will:

- ▶ play a central role in ensuring that the police service records relevant additional spend and resource requirements;
- ▶ ensure that this is an ongoing process evolving as resource spend and requirement change; and
- ▶ articulate these requirements across government (including to HM Treasury) to secure appropriate additional funding.

### Developing police capabilities and tackling Serious and Organised Crime (SOC)

We will play a full and active role in tackling SOC, helping to join up systems and services locally, regionally, and nationally and developing our Regional Organised Crime Units (ROCU) to ensure they are supported and equipped to deliver effectively on behalf of the public.

We will provide leadership and governance to support the development of specialist capability networks to deliver more efficient and agile policing services to the public.

### To do this we will:

- ▶ work with partners to develop effective policing responses to tackle SOC, fraud, and cybercrime;
- ▶ help to transform forensic services and to ensure excellence in the forensic sciences; and
- ▶ support forces to collaborate effectively - regionally, nationally and across force areas – including on the future delivery of the National Police Air Service (NPAS).

### Improving public accountability

We will further develop the accountability and transparency of the role of PCCs and enable greater openness and accountability on police ethics and complaints.

We will support PCCs to hold their Chief Constable to account for performance, ensuring the public have a voice in policing and that police forces are accountable to the communities that they serve.

### To do this we will:

- ▶ support PCCs to influence national accountability mechanisms and to improve system-wide performance and accountability;
- ▶ enable PCCs to embed the new police complaints system and to play a leading role in police ethics and conduct issues;
- ▶ ensure PCCs can influence demand analyses/projections and wider management information for forces; and
- ▶ support PCCs in their role of ensuring public confidence in policing, particularly through ensuring transparent information is provided to the public.

We will work with our partners in the policing family and beyond to address the challenges and opportunities of the COVID-19 pandemic in realising our shared ambition for excellence in policing, for example, by supporting the development of innovative approaches to police recruitment (e.g. virtual assessment centres), and working with partners and government to rethink financial assumptions and models and develop a financial settlement that reflects the impact of COVID-19.

## Delivering safer communities

All our communities want to see crime cut and anti-social behaviour (ASB) tackled; but we know that this is not achievable by policing alone. In the development and delivery of their local Police and Crime Plans, PCCs bring together a wide range of partners including community safety, criminal justice, health and mental health, local government, schools, community organisations and businesses to keep our communities safe.

PCCs are also responsible for ensuring that the victims of crime get all the help they need by commissioning local support services for victims – both general and specialist – and consulting victims to ensure they have a strong voice in the criminal justice system. They also provide a national voice for the victims of crime, ensuring that the needs and experiences of victims are driving criminal justice policy.

Most PCCs chair their multiagency Local Criminal Justice Boards (LCJBs) and have a wider commissioning role in relation to reducing reoffending, commissioning services for some of the most vulnerable in our communities, including people with mental health issues and drug and alcohol problems. They have a key role in crime prevention – for example, facilitating and leading Violence Reduction Units (VRUs).

### Improving our criminal justice system, supporting victims and giving them a voice

We will work with partners to develop the role of PCCs in the criminal justice system, enabling them to join up local criminal justice services more effectively, to reduce reoffending and improve outcomes for victims.

We will support PCCs in their role as the commissioners of local services for victims and ensure that the needs, experiences, and voice of victims are at the heart of the criminal justice system and of local and national developments.

#### To do this we will:

- ▶ work with government to develop the role of PCCs as systems leaders of local Criminal Justice Service (CJS) partnerships, including by shaping and influencing the planned Royal Commission on Criminal Justice;
- ▶ strengthen the voice and influence of PCCs into government, ensuring national policy and strategy reflects local needs and priorities;
- ▶ support PCCs to monitor compliance with the *Code of Practice for Victims of Crime* and, in doing so, improve services for victims; and
- ▶ improve the accessibility of advice and support services for victims, improving outcomes for those who struggle most to access justice or support, such as victims of domestic abuse and sexual violence.

## Preventing crime and building partnerships

We will support PCCs as they lead prevention work locally, guided by a growing evidence base of what works, and working with local partners to address community concerns, including key issues such as road safety; business and retail crime and more widely.

We will support PCCs to collaborate with partners to address vulnerability and support people with complex needs including those with addiction and mental health concerns, reducing non-crime demands on policing.

We will support PCCs to collaborate effectively with wider emergency services, including developing their role with fire and rescue services.

#### To do this we will:

- ▶ support PCCs to prevent crime, drawing on evidence-based practice;
- ▶ support PCCs who take on responsibility for fire services and to improve local collaboration between 'bluelight' services;
- ▶ support PCCs to reduce 'non-crime demands' on police time while improving outcomes for vulnerable people; and
- ▶ support PCCs to lead local partnerships and 'whole system' responses to crime and further develop our work on road safety and business and retail crime.

## Preventing serious violence

We will provide leadership and support to multiagency partnerships to tackle serious violence, reducing violent crime and keeping vulnerable people safe.

We will continue to lead and support the development of VRUs, drawing on learning to support all PCCs to deliver VRU-style approaches in their local areas.

#### To do this we will:

- ▶ support PCCs to lead local partnerships that prevent serious violent crime before it happens, including VRUs; and
- ▶ draw on the learning from this to support all PCCs to deliver VRU-style approaches in their local areas.

## Delivering a national voice for PCCs on behalf of the public

Key to the APCC's mission is to provide an effective platform and voice for PCCs in the media, in national debates and political processes, as well as internal communications that keep all our member up to date with the latest national developments. We will work with PCCs to provide a national voice for the public's concerns – building on their local consultation and engagement work.

With PCC elections now delayed until 2021 we will be ready to make the most of this opportunity to support PCCs – and prospective PCCs – and promote their role as a voice for the public in policing and crime reduction. Many PCCs will be standing as representatives of a political party and we know that our role in enabling them to work with political colleagues is highly valued, particularly with a relatively new government and shadow ministerial team.

### Shaping national debate and policy

We will raise the profile of PCCs, engaging the media and national stakeholders and delivering campaigns and products that demonstrate the difference PCCs are making.

We will provide support, tools, and products to PCCs and their teams in advance of the PCC elections, and deliver tailored support for new and returning PCCs post election.

We will ensure that the views, achievements and impact of PCCs shape and inform national discussions about expanding their role and strengthening accountability.

We will support PCCs to influence and engage effectively with Ministers, MPs and parliamentarians. We will increase opportunities for PCCs to network and engage with their party colleagues. We will enable PCCs to build their profile in their political parties and shape their policy and approach to crime and policing.

#### To do this we will:

- ▶ reach out strategically to our partners and parliamentarians, influencing and shaping policy;
- ▶ raise the national profile of PCCs, appreciation of their role and responsibilities and awareness across the public of the PCC role and impact;
- ▶ communicate with our members through a wide range of channels – both strategically and in day-to-day delivery;
- ▶ prepare for the PCC elections in 2021, supporting PCCs and promoting their role;
- ▶ increase opportunities for PCCs to network and engage with their party colleagues in political groups; and

- ▶ enable PCCs to build their profile in their political parties further and to shape their approach to crime and policing.

### Developing our organisation

We will develop the APCC as a model of good practice demonstrating the effective, good governance of a national membership organisation, with a robust business and financial model to enable it to adapt and develop to ensure its long-term sustainability, relevance and effectiveness.

We will continue to respond effectively to the challenges of the COVID-19 pandemic, being flexible and creative, adapting quickly, learning from best practice, managing risks, seizing opportunities, and looking after our members and their teams.

#### To do this we will:

- ▶ streamline our organisation and its governance to be more effective, efficient, transparent, and accountable to our members;
- ▶ develop a business model and fundraising strategy for the long-term sustainability of the APCC; and
- ▶ support our team to work safely and effectively through the COVID pandemic and embed the learning from our experience of remote and virtual learning in our working practices and culture.

### Our principles for delivery

Our principles will support our delivery of all the priorities in this business plan. They are:

- ▶ providing voice and representation;
- ▶ being member led;
- ▶ linking local and national;
- ▶ being evidence informed and innovative;
- ▶ being joined up and reaching out;
- ▶ committing to equality and diversity;
- ▶ working with integrity; and
- ▶ living our organisational values.

These principles are described more fully on the next page.

<b>Providing voice and representation</b>	<b>Pro-active communication and engagement with and for our members</b>	APCC members will have a strong, respected and influential voice in national debate and policy, including engagement with Ministers, parliamentarians, senior officials and national leaders in partner organisations, and a platform in the national media – both print and broadcast – and social media.
<b>Being member led</b>	<b>Open, accountable and well-governed, with members setting priorities</b>	The APCC will set priorities in consultation with its members and will be open, honest and accountable for progress on delivery – holding weekly calls with our member-elected Board, quarterly General Meetings and supporting members to shape and lead every area of our work through the APCC’s ‘portfolio approach’.
<b>Linking local and national</b>	<b>Working with every region in England and in Wales, so our work reflects their experiences</b>	The APCC will provide a SPoC within the team for every region in England (Eastern Region, East Midlands, South East, South West, North East, Yorkshire and Humberside, North West, West Midlands and London) and is supporting a new post to provide a designated policy officer for Wales.
<b>Being evidence informed and innovative</b>	<b>Building evidence, sharing knowledge and good practice</b>	The APCC will ensure its members stay up to date with the latest reports, findings, data, statistics and good practice with our team of experts providing accessible briefings and analysis; including through e-bulletins, portfolio meetings, events, our website and the Knowledge Hub, and one-to-one support for portfolio leads.
<b>Being joined up and reaching out</b>	<b>Working with national partners and across sectors as a ‘whole system’ to tackle crime and its causes</b>	The APCC will work with national leaders from across and beyond policing and criminal justice to deliver excellence in policing and safer communities, including taking a leading role in the NPB and NCJB, supporting members as local system leaders (e.g., of CSPs, LCJBs, VRUs) and working with health, local government, the voluntary/third sector, business, education and other partners to tackle crime and its causes.
<b>Committing to equality and diversity</b>	<b>Working with national partners and across sectors as a ‘whole system’ to tackle crime and its causes</b>	The APCC will consider EDHR in everything we do: training all our staff in EDHR; providing opportunities for all our members to develop knowledge of best practice; and developing our use of appropriate tools.
<b>Working with integrity</b>	<b>Embodying the highest standards of conduct in public life</b>	The APCC will work with our members to ensure that the The Seven Principles of Public Life (also known as the Nolan Principles) – selflessness, integrity, objectivity, accountability, openness, honesty and leadership – are embodied in everything that we do.
<b>Living our organisational values</b>	<b>Respecting and supporting each other and everyone that we work with</b>	The APCC team will live its organisational values.

# INTRODUCTION

## Who we are

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

## Our members

Every PCC in England and Wales is a member of the APCC, alongside wider policing governance bodies including the City of London Policing Authority, the London Mayor's Office for Policing and Crime (MOPAC), the Greater Manchester Combined Authority (GMCA) and the Jersey Police Authority (JPA). We also provide specialist support for PCCs who hold statutory responsibility for fire and rescue governance, known as PFCCs.

Throughout this business plan we use PCCs to refer to all our members, including PFCCs and wider policing bodies.

## What we do

The APCC provides the national voice for PCCs into government and a wide range of national bodies, including the Welsh Government, so that the expertise and role of PCCs can influence and drive national policy developments on policing, crime and criminal justice, and contribute to reducing crime, supporting victims and keeping the public safe.

- ▶ We support PCCs to play a lead role in the development of national, regional/Welsh and local policy and strategy on crime reduction.
- ▶ We enable PCCs to play a full and active role in the national leadership and governance of policing including through the NPB, and our work with other key policing organisations such as the National Police Chiefs Council (NPCC), the National Crime Agency (NCA) and the College of Policing (CoP), as well as in the development of regional structures to tackle crime like Regional Organised Crime Units (ROCU).
- ▶ We work with PCCs to shape and influence national policy and strategy in key areas such as reducing crime, workforce development, digital and technology, police finances and resourcing, Serious and Organised Crime (SOC) and specialist capabilities, criminal justice improvements, support for victims, crime prevention and local partnership working.
- ▶ We champion local decision making and the role of PCCs in ensuring that police and criminal justice services address local priorities and are accountable to the communities that they serve.

- ▶ We support PCCs to take the lead in transforming policing through digital, technology and enabling services - including establishing and developing national ICT and commercial capabilities such as the Police ICT Company and BlueLight Commercial.
- ▶ We create opportunities for PCCs to come together to share good practice and learning, tap into research and evidence, draw on expertise, and to develop shared positions and approaches where this can deliver improved outcomes for the communities that they serve.
- ▶ We support PCCs to work within and across their political groups to develop policy positions and influence government.
- ▶ We support PCCs to work with key national partners outside of policing – for example, the Local Government Association (LGA), Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Public Health England, Public Health Wales, and the Welsh Government.
- ▶ We advise PCCs on their role in law and governance – e.g., transparency, dealing with complaints and performance.
- ▶ We support the Offices of PCCs (OPCCs) to engage with national policy and strategy and to share good practice and learning, working with the Association of Police and Crime Commissioners Chief Executives (APACE) and the Police and Crime Commissioners Treasurers Society (PACCTS).
- ▶ We support those PCCs who seek to take on responsibility for governance of fire and rescue services.

## How we work

The APCC is led by a Chair, two Vice Chairs and four other Board members who are drawn from and elected by the membership annually. PCCs take responsibility for leading thematic areas of work as 'portfolio' leads. They are supported by the APCC secretariat, which is led by the Chief Executive and a small team of policy and communications specialists, with experience in local policing governance bodies, criminal justice, health and mental health and local government.

## Our business plan

This business plan builds on the legacy of the *APCC Business Plan 2018-20* with its five priorities of:

- ▶ funding;
- ▶ efficiency and transformation;
- ▶ developing local commissioning;
- ▶ communicating and engaging;
- ▶ sharing knowledge and good practice; and
- ▶ developing a policy portfolio structure.

Many key achievements in delivering these priorities are set out in the [APCC Impact Report 2018-19](#), with lots of examples of initiatives that have contributed to crime reduction and community safety. In addition, examples of the work of PCCs can be found in our [‘PCCs making a difference’ reports](#).

This business plan covers a two-year period to March 2022 which will include the PCC elections in May 2021 and the development of local Police and Crime Plans following those elections. This will be a good point for us to take another look at our priorities in the light of the new local plans. A bi-annual business planning cycle also ensures that we retain focus and relevance in a fast-moving environment for policing and criminal justice policy. A longer-term strategic vision is set out in key documents that the APCC has developed with partners, notably the [Policing Vision 2025](#) (which is currently being refreshed), and this business plan explains how the APCC will contribute to delivering this vision over the next two years. It also covers the distinctive APCC contribution to the emerging national structures for policing – particularly the NPB and its sub boards – and key initiatives, such as the Police Uplift Programme and the review of Serious and Organised Crime (SOC).

This business plan can be delivered within the APCC’s existing resources; there are no plans to increase membership fees to support its delivery.

In the final section, we have set out the processes we will use to identify the measures and milestones that will be needed to deliver our outcomes and monitor our progress as well as how we will be accountable to APCC members for its delivery.

## Developing our business plan

Five key considerations have guided us in developing this business plan:

### 1 Member led and co-produced

It is built around the priorities of our members, who have been involved and consulted at every point in its development, including a member survey in 2019, as well as in discussion with national partners like the NPCC.

### 2 Realistic and responsive

It is grounded in our best assessment of the challenges and opportunities for PCCs in a rapidly changing environment – from the creation of the NPB and the Police Uplift Programme to the impact of COVID-19 and Brexit.

### 3 Outcome focussed (meeting the ‘so what’ test)

It seeks to show clearly what difference our work will make and how it will contribute to excellence in policing and safer communities.

## 4 Accessibility and accountability

We have sought to set out our ambitions for 2020-22 in plain and accessible language, so that anyone reading it is clear about our aims, how we will assess progress on delivery and the processes through which we will be accountable to APCC members.

## 5 Preparing for the unexpected

We have thought hard about how we combine commitment to a business plan with flexibility to respond to new challenges and opportunities in a rapidly evolving landscape. The COVID-19 pandemic is a powerful reminder of the need to respond flexibly and effectively to external shocks and changes. We will review this business plan at the end of the first year and may rethink some activities if they are not delivering or are less relevant. We will do this transparently, reflectively and in consultation with APCC members.

## Equality, diversity and human rights (EDHR)

We have identified our priorities for the APCC’s EDHR Portfolio in the ‘Developing the workforce’ section of this business plan, but equality and diversity are cross-cutting issues for us that will be reflected and considered in everything that we do. For example, a working group of PCCs is currently identifying key issues in relation to race disparity and disproportionality that the APCC/PCCs should focus on, and evolving and implementing an action plan.

## Overview of our business plan

This business plan focuses on our key areas: delivering excellence in policing; delivering safer communities; and delivering a national voice for PCCs, victims and the public.

In recognition of the crossover between portfolio topics, this business plan will support and encourage cross policy working. This is reflected in the grouping of portfolios within the broad strands of excellence in policing and safer communities. The ambition is to join up our work better and to enable PCCs to develop system-wide approaches to policing and community safety. We will begin delivering this business plan under the unique conditions created by the COVID-19 pandemic, and we will continue to adapt and adjust our approach to reflect and respond to this.

# 1 DELIVERING EXCELLENCE IN POLICING

PCCs are elected representatives of the public in policing. They hold Chief Constables to account, consult with the public on local police and crime priorities and set the force's budget.

Through the APCC, PCCs worked together with the NPCC to develop the *Policing Vision 2025*. This identified a national programme of work to equip all police forces to meet new threats and challenges in a rapidly changing world, with a focus on local policing, forensics and other specialist capabilities, workforce development, digital policing and technology and business delivery.

We will continue to work with our partners to develop and deliver our national vision for the future of policing. We will contribute to a review and refresh of the Policing Vision in response to new challenges and as the existing resource from the Police Transformation Fund approaches its end.

The APCC is also supporting PCCs to provide a strong and effective voice into the new NPB, the Strategic Change and Investment Board (SCIB) and the Crime and Policing Performance Board (CPPB) and to shape and drive the national programme to recruit 20,000 additional police officers by 2023.

## 1.1 Developing the workforce

**We will work with our national partners to increase the capacity and capability of police officers and staff and deliver against the ambitions of the Police Uplift programme and more widely.**

**We will work with our communities to ensure that policing is more representative of the communities we serve.**

**PCCs will confidently apply and champion equality and diversity principles.**

The *Policing Vision 2025* envisages a police service that attracts and retains a workforce of confident professionals able to operate with a high degree of autonomy and accountability. Recruiting and retaining police officers and staff from all the communities we serve and supporting their career progression is central to the attractiveness, diversity, legitimacy and effectiveness of the police service. The APCC welcomes the Government's commitment to recruit 20,000 police officers by 2023. PCCs will help to provide the leadership to deliver this ambition both locally, and nationally. – for example, through their role on the NPB. The Police Uplift Programme is a unique opportunity to create a more diverse police service, and we will be working to ensure that this opportunity is not missed.

While it will include a focus on workforce diversity, our equality, diversity and human rights work will range much more widely across our portfolios, including addressing issues of disparity and disproportionality (e.g. in the use of police stop and search powers), and supporting PCCs to engage with the different communities in their areas on their community safety concerns and priorities, and to understand how they want to be policed and their experiences of the criminal justice system.

The APCC will support PCCs in annual pay and remuneration negotiations for policing, seeking the best outcome that both recognises the extraordinary work of police officers and staff and the financial challenges for the public sector, both highlighted by the policing response to the COVID-19 pandemic.

### **We will support and help to drive the recruitment of 20,000 new police officers by 2023**

We will support PCCs:

- ▶ to champion and support delivery of the Police Uplift Programme, ensuring local and national ambitions are met, including adaption of delivery to address the COVID-19 challenge (e.g. virtual assessment centres); and
- ▶ with the data, information, and opportunity to support Chief Constables to deliver the uplift, and to hold them to account.

We will deliver:

- ▶ representation on national strategic bodies and delivery boards; and
- ▶ briefings and provision of performance and financial analysis and data; and
- ▶ Workforce Portfolio meetings.

## **We will enable PCCs to hold policing to account for delivery against the Police Uplift Programme and for workforce equality and diversity**

We will support PCCs:

- ▶ to participate in high-quality diversity and equality training;
- ▶ with access to the data and information to hold policing to account locally for diversity outcomes; and
- ▶ to deliver against their equalities duties and champion the EDHR agenda locally.

We will deliver:

- ▶ training for all PCCs with high levels of participation and satisfaction;
- ▶ briefings and best practice to support equalities duties; and
- ▶ access to and analysis of diversity data.

## **We will undertake work to increase the number and diversity of applicants for chief officer positions**

We will support PCCs:

- ▶ to effectively discharge their responsibilities for appointing Chief Officers;
- ▶ to help to lead a review of pay and conditions for Chief Officers, that develops proposals that increase the number and diversity of applicants; and
- ▶ to build and sustain relations with Chief Constables that reflect and deliver the policing protocol.

We will deliver:

- ▶ a review group on chief office pay with NPCC and Chief Police Officers Staff Association (CPOSA);
- ▶ consultation with PCCs to inform a review;
- ▶ best use of accountability guidance; and
- ▶ support for PCCs to build relations with Chief Constables.

## **We will support PCCs to give national leadership on equality and diversity issues**

We will support PCCs:

- ▶ to provide a strong national voice and solutions for EDHR challenges arising from the COVID-19 pandemic.

We will deliver:

- ▶ a cross-portfolio working group and action plan on disparity;
- ▶ APCC voice and representation (e.g. on the HO's Hate Crime Strategy Board);
- ▶ briefings and guidance to PCCs and OPCCs;
- ▶ events and workshops with partners and experts; and
- ▶ participation in consultations.

## 1.2 Building our resources and infrastructure

We will work with government to help ensure that policing has the funding and resources that it needs to deliver against the public's priorities.

We will play our part in driving the modernisation and transformation of the police service, realising efficiencies, and ensuring forces can take full advantage of new technologies, including implementation of the new Police National Data and Technology Strategy and developing the use of environmentally-friendly vehicles and estate.

We will actively support our PCC-led companies – the Police ICT Company and BlueLight Commercial, to enable them to successfully deliver transformation on behalf of policing.

### Funding

PCCs are committed to ensuring that policing has strong and sustainable funding streams in place to deliver high-quality services to the public. This is the cornerstone of excellence in policing. The APCC will continue to work to secure the best possible settlements for policing, and fair and efficient allocations across policing priorities and between police forces areas.

A key challenge will be to manage the financial fallout from the COVID-19 pandemic, taking account of both the immediate costs – e.g., for personal protective equipment (PPE) – and the long-term impact on public finances and spending. APCC finance leads – working with policing partners – have successfully made the case to government for freeing up funding to address COVID-19 cost pressures, for example, flexibility around the ring-fenced grant for the Police Uplift Programme. The challenge for 2020-22 will be to ensure that the Spending Review processes recognise and addresses the COVID-related issues for policing and criminal justice. The APCC will also continue to make the case for sustainable, long-term funding and investment, as this is essential for new technologies, as well as for developing a more prevention-focussed approach to crime reduction.

There is general agreement among PCCs that the current funding formula for policing is not fit for purpose; we will make the case for the formula to be reviewed and seek to inform any review process, feeding in PCC views and perspectives, while recognising that APCC members may have differing views on the best future formula.

For PCCs, of course, funding is not only about policing, vital as this is, but also about investment in criminal justice services, support victims and witnesses, crime prevention and services for the most vulnerable. The APCC will continue to make the case nationally for this spending.

### Efficiency

PCCs have made considerable progress at local level to achieve the best, most efficient use of resources and have delivered significant savings; but there are opportunities for greater productivity and efficiency savings. A PCC-chaired organisation (BlueLight Commercial) has now been created to help deliver this. The new company will be able to provide credible advice and assurance, promote best practice and influence the market through bringing requirements together, maximising negotiating power and mitigating risks of market failure. The Home Office (HO) has provided funding to set up the company along with investment to complete the delivery of the National Enabling Programme, which will create a secure, shared digital platform for all of policing – and national standards that enable new ways of working and collaborating. There are also new and developing opportunities to link efficiency with environmental sustainability – for example, by developing the use of electric vehicles and energy-efficient estate within policing.

### Digital and technology

In 2018, the police service spent £1.4bn on technology and the IT budget is approximately 11% of annual police spend. Investment of over £500m a year is being allocated from the police budget to modernise and replace legacy technology systems and to support end-to-end digitalisation of the service. The Police ICT Company, which is PCC chaired, is providing technical insight to policing, while improving efficiency and value for money from ICT investment. The APCC has worked with the NPCC to produce the 10-year *National Policing Digital Strategy*, which now needs to be delivered.

## **We will proactively lead in the development of a financial settlement and Spending Review that delivers excellence in policing**

### We will support PCCs:

- ▶ to engage with and influence Ministers and senior officials on key spending decisions, working through the APCC finance leads;
- ▶ to directly contribute to work in support of the one year rollover and wider Spending Review programme; and
- ▶ to work closely with NPCC, PACCTs and the HO on financial matters, making best use of expertise and advice.

### We will deliver:

- ▶ regular meetings of APCC finance leads with government;
- ▶ a working group with partners to develop our Spending Review narrative and case;
- ▶ briefings and analysis, and expert support for engagement; and
- ▶ finance leads updates and Q&A at general meetings.

## **We will make the case for a funding formula that better reflects local issues and demands, pushing for and contributing to a review of the formula**

### We will support PCCs:

- ▶ to make a well-evidenced case to government in support of a new funding formula and the impact of this on policing effectiveness and crime reduction, by ensuring PCCs are directly involved in decisions about the funding formula and options for the future.

### We will deliver:

- ▶ analysis of the impact of the funding formula and options;
- ▶ continued lobbying of government to undertake a review; and
- ▶ support for PCCs to influence and engage with a review.

## **We will make the case for flexibility and additional resource requirements due to the COVID-19 pandemic**

### We will support PCCs:

- ▶ to work closely with the NPCC and HO finance to collect the relevant COVID-19 additional spend data;
- ▶ to ensure that PCCs are fully consulted on data collection and analysis; and
- ▶ to ensure that PCCs have a gatekeeping role on relation to general quality control and the onward dissemination of their force data.

### We will deliver:

- ▶ APCC/NPCC/HO meetings to ensure that the process is coordinated and understood by the senior policing leads;
- ▶ close working with the HO Central Finance and Planning Group (CFPG) resources unit to ensure ongoing advice and support on behalf of the service; and
- ▶ ongoing written and verbal communication to PCCs to ensure awareness and participation in the process.

## **We will provide effective governance for the digital strategy and for delivery of major programmes**

### We will support PCCs:

- ▶ to shape and have effective representation on the bodies for digital and technology;
- ▶ to engage actively in the governance of major technology programmes; and
- ▶ with assurance that the PTD Portfolio Group is providing oversight and challenge on costs, benefits, and value for money on PCCs' behalf.

### We will deliver:

- ▶ briefings, analysis, and expert advice;
- ▶ effective governance for digital and technology in the new national landscape, with strong PCC voice; and
- ▶ efficient secretariat support for the PTD Portfolio Group.

## We will support the end-to-end digitalisation of policing in line with the digital strategy

### We will support PCCs:

- ▶ with opportunities to drive forward the implementation of the 10-year strategy, by ensuring they are fully briefed on progress in delivering the objectives of the 10-year strategy and the implications for PCCs and supported to influence this programme where there are delivery issues; and
- ▶ to provide leadership for the Police ICT Company.

### We will deliver:

- ▶ as far as we can, the deliverables for the key programmes (Single Online Home, Digital Learning and Knowledge Base, Digital Case File and Video-Enabled Justice); and
- ▶ support for the Chair of the Police ICT Company and for PCC Board members.

## We will help to create a shared digital platform to enable police forces to work smarter and collaborate better

### We will support PCCs:

- ▶ to understand the benefits from roll out of the National Enabling Programme (NEP) to all forces;
- ▶ to ensure they can realise the full benefits of the new capabilities; and
- ▶ to shape and inform the development of any future additional scope that will further enhance efficiency.

### We will deliver:

- ▶ support to the NEP programme to roll it out to all forces; and
- ▶ financial support from PCCs from 2021/22 to fund the National Management Centre, which will provide centralised security against cyber-attack, insider threat or data loss.

## We will increase productivity and deliver efficiency savings for re-investment into front-line policing

### We will support PCCs:

- ▶ to be informed about and input into the establishment of the new police commercial organisation, BlueLight Commercial, which will improve commercial practice, provide market management and leadership, deliver strategic supplier management, deliver additional cashable savings and increase revenue generation; and
- ▶ to champion and support the development of environmentally friendly technologies in policing, including vehicles and estate.

### We will deliver:

- ▶ support for the growth and development of BlueLight Commercial;
- ▶ support towards delivery of £36m of cashable savings by March 2021; and
- ▶ establish and develop a new environment and sustainability portfolio.

### 1.3 Developing police capabilities and tackling Serious and Organised Crime (SOC)

We will play a full and active role in tackling SOC, helping to join up systems and services locally, regionally, and nationally and developing our ROCUs to ensure they are supported and equipped to deliver effectively on behalf of the public

We will provide leadership and governance to support the development of specialist capability networks to deliver more efficient and agile policing services to the public.

Never have we needed more to work with partners, both in and outside of policing, to join up services and to tackle the rise in SOC. We also need to work transnationally and internationally in an age where cyber criminals can be operating thousands of miles from their victims and weapons, drugs and people are traded across borders. The APCC will also continue to support PCCs to engage with the International Crime Co-ordination Centre which has been created to enable policing to adapt to the potential loss of access to European policing tools with the departure of the UK from the EU.

We will build on the work taken forward through the Police Special Capabilities Programme – which has been an integral part of the *Policing Vision 2025* – by contributing to the development of new delivery models for policing that will improve the response to major issues of public concern, including SOC, fraud and cybercrime. We will play a key role in mobilising the Forensic Capability Network that will join up existing services to share knowledge, resilience, efficiency, quality and effectiveness in forensics. We will contribute to the development of a new funding and delivery model for the National Police Air Service (NPAS) as it seeks to replace its fleet.

#### We will work with partners to develop effective policing responses to tackle SOC, fraud and cybercrime

We will support PCCs:

- ▶ to have a central role in the national development and governance of responses to SOC and fraud; and
- ▶ to actively contribute to the Sir Craig Mackey SOC review and its delivery.

We will deliver:

- ▶ PCC representation on the national governance structures for SOC, fraud and cyber and support to influence key decision makers;
- ▶ support for the SOC Portfolio in the PCC response to the SOC review and delivery against its recommendations; and
- ▶ increased engagement of PCCs in the SOC Portfolio Group.

#### We will help to transform forensic services and to ensure excellence in the forensic sciences

We will support PCCs:

- ▶ to play a leading role in the formation and development of the Forensics Capability Network (FCN).

We will deliver:

- ▶ an s.22 agreement that works for all PCCs and forces;
- ▶ an APCC group for PCCs with a specific focus on forensics; and
- ▶ effective representation of PCCs in forensics governance structures.

## **We will support forces to collaborate effectively - regionally, nationally and across force areas – including on the future delivery of NPAS**

We will support PCCs:

- ▶ to shape the future delivery of specialist capabilities for policing, with a focus on the NPAS; and
- ▶ to have a say about and to shape the contribution that their local forces make to national policing requirement, future arrangements with European partners as we leave the EU and progress in international approaches to policing and cross-border crimes.

We will deliver:

- ▶ PCC involvement in the development of a future model for the funding and delivery of NPAS;
- ▶ information and engagement with respect to the Strategic Policing Requirement;
- ▶ representation on the International Crime Co-ordination Centre Steering Group; and
- ▶ engagement with the International Crime Co-ordination Centre.

## **1.4 Improving public accountability**

We will further develop the accountability and transparency of the role of PCCs and enable greater openness and accountability on police ethics and complaints.

We will support PCCs to hold their Chief Constable to account for performance, ensuring the public have a voice in policing and that police forces are accountable to the communities that they serve.

PCCs are locally elected politicians, accountable to the public and with responsibility to hold chief constables to account for effective and efficient police services on behalf of the public. They have a vital role to play in developing police performance, ensuring a transparent policing system, criminal justice system, and in improving the response to police complaints both locally and nationally. This is a critical period in policing governance and accountability, with a new NPB recently established, chaired by the Home Secretary, and a new national police outcomes framework in place.

In addition, Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) is developing new approaches to police inspections and landmark reforms are now in place to improve police complaints and disciplinary systems. The APCC will support PCCs to play a full and active role in these developments and processes.

## **We will support PCCs to influence national accountability mechanisms and to improve system-wide performance and accountability**

We will support PCCs:

- ▶ to contribute to the CPPB, shaping its functions and decisions and the national outcomes framework; and
- ▶ to influence national inspection frameworks and wider discussion of performance monitoring at national level.

We will deliver:

- ▶ monitoring and reporting proceedings of the CPPB;
- ▶ effective engagement with the national outcome framework;
- ▶ work with HMIC to shape review of the Police Effectiveness, Efficiency and Legitimacy (PEEL) approach;
- ▶ assistance to those PCCs before the HMICFRS Police Performance Oversight Group with read across to CPPB; and
- ▶ monitoring of HMICFRS roll out of the online register and will engage with them to clarify what to include in responses and how.

## **We will enable PCCs to embed the new police complaints system and to play a leading role in police ethics and conduct issues**

### We will support PCCs:

- ▶ to embed the new police complaints system;
- ▶ to work with national partners;
- ▶ to reflect and embed the PCC role across the policing ethics and complaints landscape; and
- ▶ to develop evidence base/good practice on ethics and complaints.

### We will deliver:

- ▶ ongoing support to OPCCs to enable them to successfully implement the new complaints system;
- ▶ with APACE, completion of the review of the terms and conditions for Legally Qualified Chairs;
- ▶ a memorandum of understanding with the Independent Office for Police Conduct (IOPC) for joined-up oversight of the complaints system;
- ▶ work with NPCC to implement Hillsborough recommendations for policing; and
- ▶ engagement with IOPC on their 'Lessons Learnt' work and with OPCCs on their experience to develop the knowledge base.

## **We will ensure PCCs can influence demand analyses/projections and wider management information for forces**

### We will support PCCs:

- ▶ by ensuring they have a voice in national work to develop demand analysis and prediction methods; and
- ▶ to ensure Force Management Statements (FMSs) reflect local policing priorities.

### We will deliver:

- ▶ monitoring and reporting on national work to develop demand analytics; and
- ▶ work with national partners to ensure the FMS review acknowledges local differences, the important role that PCCs play in setting force priorities/direction and provides useful oversight information to PCCs.

## **We will support PCCs in their role of ensuring public confidence in policing, particularly through ensuring transparent information is provided to the public**

### We will support PCCs:

- ▶ by ensuring they are up to date on the range of transparency and ethics issues;
- ▶ to implement the recommendations of the Information Commissioner's Office (ICO) on their General Data Protection Regulation (GDPR) audit; and
- ▶ to engage with the public to play their part in ensuring confidence in policing is maintained.

### We will deliver:

- ▶ monitoring of developments to ensure that PCCs are informed about emerging issues and supported to lead on ethical/transparency issues;
- ▶ support for PCCs/OPCCs to implement ICO recommendations on GDPR audit; and
- ▶ monitoring of public confidence, with an emphasis on work to help PCCs in the COVID-19 recovery period.

# 2 DELIVERING SAFER COMMUNITIES

All our communities want to see crime cut and anti-social behaviour (ASB) tackled; but we know that this is not achievable by policing alone. In the development and delivery of their local Police and Crime Plans, PCCs bring together a wide range of partners to keep our communities safe; including community safety, criminal justice, health and mental health, local government, schools, community organisations and businesses.

PCCs are responsible for ensuring that the victims of crime get all the help they need by commissioning local support services

for victims – both general and specialist. PCCs consult victims to ensure they have a strong voice in the criminal justice system.

Most PCCs chair their multi-agency Local Criminal Justice Boards (LCJBs) and have a wider commissioning role in relation to reducing reoffending, and commission services for some of the most vulnerable in our communities, including people with mental health issues and drug and alcohol problems. They have a key role in crime prevention – for example, support for vulnerable children and young people.

## 2.1 Improving our criminal justice system, supporting victims and giving them a voice

We will work with partners to develop the role of PCCs in the criminal justice system, enabling them to join up local criminal justice services more effectively, to reduce reoffending and improve outcomes for victims.

We will support PCCs in their role as the commissioners of local services for victims and ensure that the needs, experiences and voice of victims are at the heart of the criminal justice system and of local and national developments.

PCCs have a critical role in the criminal justice system. They are responsible for commissioning services for victims and ensuring their needs are met. They play the lead role in LCJBs bringing together police, courts, prisons, probation, local authorities, the third sector and others to work as a ‘whole system’ to bring offenders to justice and to reduce re-offending.

Writing in his annual report on policing, Her Majesty’s Chief Inspector of Constabulary, Sir Tom Windsor, raised concerns about ‘dysfunction and defective’ aspects of the criminal justice system; the government’s manifesto commitment to a Royal Commission shows that there are significant issues to address, with real opportunities to ‘shift the dial’ on criminal justice, and both the opportunities and challenges have been further exposed by the COVID-19 pandemic. PCCs are in a unique position to drive change and join up criminal justice services and other partners locally.

COVID-19 has also intensified the risks to some of the most vulnerable to victimisation, including those in violent and abusive relationships, as well as the opportunities for fraud and cybercrime. It also provides opportunities for the CJS to address some endemic issues ‘at pace’, notably around the use of digital and other new technologies (particularly in the courts) and better join up of CJS agencies nationally and locally ... and between the two.

The COVID-19 pandemic has also highlighted the potential for local agencies to work innovatively together through local, PCC-led LCJBs, to improve the functioning of the criminal justice system (e.g. by addressing ‘backlogs’ in the courts) while also highlighting how these opportunities can be missed due to a lack of local flexibility.

### We will work with government to develop the role of PCCs as system leaders of local CJS partnerships

We will support PCCs:

- ▶ to play a leadership role in LCJBs;
- ▶ to have an enhanced role in offender management, particularly in the new probation arrangements; and
- ▶ to play a lead role in national CJS policy, including the National Criminal Justice Board (NCJB).

We will deliver:

- ▶ development of the PCC role in probation with a Ministry of Justice (MoJ)/APCC working group;
- ▶ work with the NPS on an enhanced PCC role in Integrated Offending Management; and
- ▶ a national working group of LCJBs that engages with the NCJB to join up local and national.

## **We will strengthen the voice and influence of PCCs into government, ensuring national policy and strategy reflects local needs and priorities**

### We will support PCCs:

- ▶ to have a strong voice into the Royal Commission on the CJS, making the case for expanding the PCC role and greater local flexibility;
- ▶ to influence and engage with government to develop the role of PCCs as system leaders, joining up local CJS services; and
- ▶ to be a national voice highlighting COVID-19 related challenges for the CJS (e.g. court backlogs) and to develop solutions (e.g. use of digital and technology).

### We will deliver:

- ▶ policy change to help strengthen and develop the role of PCCs;
- ▶ support on all CJS issues for the CJS Portfolio leads;
- ▶ regular meetings of the CJS Standing Group; and
- ▶ strong relationships with CJS officials and representation on working groups, etc.

## **We will support PCCs to monitor compliance with the Code of Practice for Victims of Crime and improve services for victims**

### We will support PCCs:

- ▶ to shape and influence the Code of Practice for Victims of Crime and its implementation and any new victims law;
- ▶ to discharge their responsibility to monitor compliance with the Code of Practice for Victims of Crime; and
- ▶ to commission evidence-based services for victims.

### We will deliver:

- ▶ responses to government consultations
- ▶ close working with MoJ through the APCC Victims Portfolio Group; and
- ▶ briefings on issues for victims' services and opportunities to discuss best practice.

## **We will improve the accessibility of advice and support services for victims, improving outcomes for those who struggle most to access justice or support**

### We will support PCCs:

- ▶ to provide effective challenge on the low level of rape prosecutions;
- ▶ to contribute to ensuring victims of fraud get the support that they need; and
- ▶ to develop and discharge their role in supporting victims of major incidents.

### We will deliver:

- ▶ engagement with the government's rape review and Rape Action Plan;
- ▶ analysis of support needs of victims of fraud; and
- ▶ revised guidance and workshops on victims of major incidents.

## 2.2 Preventing crime and developing local partnerships

We will support PCCs as they lead prevention work locally, guided by a growing evidence base of what works, and working with local partners to address community concerns, including key issues such as road safety; business and retail crime and more widely.

We will support PCCs to collaborate with partners to address vulnerability and support people with complex needs including those with addiction and mental health concerns, reducing non-crime demands on policing.

We will support PCCs to collaborate effectively with wider emergency services including developing their role with fire and rescue services.

PCCs welcome the increasing focus on crime prevention, evidenced by government programmes like the Early Intervention Youth Fund, VRUs, and the Safer Streets initiative.

The APCC has recently established a Prevention Portfolio, bringing PCCs together to provide a renewed focus on preventing crime as part of the APCC's national work. Effective prevention requires partners to work together to develop 'whole place' approaches to community safety, with PCCs uniquely placed to lead this, working closely with Community Safety Partnerships (CSPs), Health and Wellbeing Boards and other local partnership bodies. Our prevention work recognises the impact of deprivation and marginalisation on crime and the causes of crime and the importance of PCCs engaging with the voluntary and third sectors to address this,

The APCC will continue to support PCCs to build safe communities, supporting them to develop prevention initiatives that have been proven to reduce crime, and to work with local partners in areas relating to social care, mental health, drug and alcohol addiction, homelessness and use of police custody, getting support to the most vulnerable while reducing the pressures on police resources.

We will continue to support PCCs in the work they do to address those forms of crime and ASB that will often have the greatest negative impact on people's day-to-day lives, and on which they are provide a voice for community concerns in discussions with local authorities and in their role on local partnership boards. Relatedly, we will also look at how we support PCCs as they are increasingly involved in areas of work that have historically addressed by other local leaders, such as safeguarding, social care, public health and local authority housing and neighbourhood management responsibilities.

One in every five crimes recorded are against a business or within a business community, including shoplifting, violence and abuse against shop workers, criminal damage, and fraud. We will be developing a new portfolio to investigate issues and solutions, improve partnerships with the business community, share best practice and consider innovative approaches and solutions.

We will also continue to provide expert advice and support to PCCs who take on responsibility for fire and rescue services, and to enable every PCC to improve the 'join up' of police, fire, ambulance and other emergency services.

### We will support PCCs to prevent crime, drawing on evidence-based practice

We will support PCCs:

- ▶ to access national funding for prevention activities;
- ▶ to implement evidence-based practice in local crime prevention; and
- ▶ to influence national policy, including options for PCCs taking on new responsibilities for local prevention and partnerships.

We will deliver:

- ▶ information on funding opportunities, and support for PCCs to secure funding;
- ▶ support for PCCs to promote and evaluate their Safer Streets activity;
- ▶ a national profile for PCCs role in prevention and a voice in national policy; and
- ▶ briefings on evidence-based practice, forums for sharing good practice and guidance for PCCs.

## **We will support PCCs who take on responsibility for fire services and to improve local collaboration between ‘bluelight’ services**

### **We will support PCCs:**

- ▶ to provide leadership for bluelight collaboration, locally and nationally;
- ▶ to navigate fire and rescue governance and the options for PCCs; and
- ▶ (for PFCCs) to provide effective leadership for fire and rescue, fulfilling their statutory duties.

### **We will deliver:**

- ▶ analysis of ‘what works’ for bluelight collaboration, barriers and solutions;
- ▶ for PCCs interested in fire governance, signposting to APCC resources and appropriate stakeholders;
- ▶ a national voice for PFCCs on fire and rescue, with national partners and government; and
- ▶ a national forum for PFCCs to work together and share issues and solutions.

## **We will support PCCs to reduce ‘non-crime demands’ while improving outcomes for vulnerable people, including in custody**

### **We will support PCCs:**

- ▶ to navigate the policing issues relating to complex need and the impact of non-crime demand on their forces; and
- ▶ to work closely with mental health, drug and alcohol and homelessness organisations to develop support for vulnerable people.

### **We will deliver:**

- ▶ briefings and analysis on non-crime demand and what works;
- ▶ national forums for PCCs to ‘join the dots’ and share good practice on policing, CJS, mental health, drugs and alcohol and homelessness; and
- ▶ PCC/APCC representation and a voice in national discussions with partner organisations.

## **We will support PCCs to lead local partnerships and ‘whole system’ responses to crime and further develop our work on road safety and business and retail crime**

### **We will support PCCs:**

- ▶ in their role as leaders of local partnerships;
- ▶ to improve road safety and reduce the numbers who are killed or injured on roads; and
- ▶ to tackle those crimes that harm communities, like ASB, with a fresh focus on business and retail crime.

### **We will deliver:**

- ▶ a national voice for the potential to develop CSPs and LCJBs;
- ▶ funding to sustain local partnerships to promote road safety and support victims of road traffic accidents and families;
- ▶ development of a road safety working group;
- ▶ support for PCCs to promote their role in tackling ASB locally, including use of community triggers; and
- ▶ creation of a new APCC Business and Retail Crime Portfolio.

## 2.3 Preventing serious violence

We will provide leadership and support to multiagency partnerships to tackle serious violence, reducing violent crime and keeping vulnerable people safe.

We will continue to lead and support the development of VRUs, drawing on learning to support all PCCs to deliver VRU-style approaches in their local areas.

PCCs have a hugely important role in tackling the scourge of serious violence in our communities and are leading work in 18 areas to establish and deliver multiagency VRUs. These units are bringing together expertise from education, health, local government, the third/voluntary sector, law enforcement and other agencies to better understand and tackle the root causes and to reduce levels of serious violence – this includes, for example, preventing vulnerable young people being recruited into gangs and County Lines style drug trafficking.

### We will support PCCs to lead local partnerships that prevent serious violent crime before it happens, including VRUs

We will support PCCs:

- ▶ to develop their role as local leads in the prevention of violent crime and in co-ordinating whole system approaches; and
- ▶ to deliver against local and national ambitions in the initial 18 VRU areas.

We will deliver:

- ▶ capture of learning from VRU areas;
- ▶ support for a national network of VRU areas; and
- ▶ pressure for sustainable funding for 18 PCC-led VRUs.

### We will draw on the learning from this to support all PCCs to deliver VRU-style approaches in their local areas

We will support PCCs:

- ▶ to play a leading role following the introduction of a new public health duty for local partners to co-operate to prevent serious violence.

We will deliver:

- ▶ PCC-convening powers for a new public health duty to prevent serious violence;
- ▶ dissemination of learning from VRU areas to all PCCs/OPCCs; and
- ▶ securing funding for PCC-led violence prevention initiatives beyond the VRU areas.

# 3 DELIVERING A NATIONAL VOICE FOR PCCS ON BEHALF OF THE PUBLIC

The work of our public affairs and media team is fundamental to the delivery of our priorities for both excellence in policing and safer communities. They all depend on providing an effective platform and voice for PCCs in the media, in national debates and political processes. They also depend on a flow of internal communication to keep all our members up to date with the latest national developments and the opportunities to shape and influence them.

We will develop the role of PCCs as the national elected voice for the public on policing and criminal justice issues, including working with newly elected PCCs to get the key issues from local elections through to national decision makers at the earliest opportunity, and to analyse the themes and messages from the public consultations on Police and Crime Plans that will be conducted across the country post election and feeding this rich source of evidence on public priorities into national debate.

PCCs have responsibility for commissioning the majority of local services to help victims of crime and to ensure they are supported throughout the criminal justice process and have access to the support services that they need to cope and recover. We will continue to ensure that the needs and experiences of victims are at the heart of national policy and debate, including victims of domestic abuse and sexual violence.

Another key priority will be to make the case for developing the PCC role – locally, regionally and nationally – to deliver better policing and community safety outcomes for victims and the public. There is a unique opportunity to influence a national discussion on the future of policing governance given the government's commitment to 'strengthen the accountability of elected PCCs and expand their role'.

With PCC elections delayed until 2021 we will use this opportunity to support PCCs – and prospective PCCs – and to promote their role and its importance as a voice for the public in policing and crime reduction. Most incumbent PCCs will be standing as representatives of a political party and we know that our role in enabling them to work with political colleagues is highly valued, particularly with a relatively new government and shadow ministerial team.

If all this is fundamental to our organisation, good governance and a sustainable business model is the foundation for everything else. We want to streamline our organisation and governance and to be more transparent and accountable to our members, and we will need to address the challenge of securing the ongoing funding that we will need to continue to deliver our members' priorities in the longer term.

## 3.1 Shaping national debate and policy

We will raise the profile of PCCs, engaging the media and national stakeholders and delivering campaigns and products that demonstrate the difference PCCs are making.

We will provide support, tools, and products to PCCs and their teams in advance of the PCC elections, and deliver tailored support for new and returning PCCs post election.

We will ensure that the views, achievements, and impact of PCCs shape and inform national discussions about expanding their role and strengthening accountability.

We will support PCCs to influence and engage effectively with Ministers, MPs and wider parliamentarians.

We will continue to promote the innovative projects that PCCs commission in their communities, including through the national media, social media, our website and campaigns. We will make the best use of the PCC elections to promote the PCC role and public understanding of the work that our members do in their communities as their elected voice on policing and crime reduction. The APCC will support PCCs to have an effective voice in parliament; for example, providing secretariat support for the All-Party Parliamentary Group (APPG) on Policing and Security and supporting PCCs to meet with parliamentarians and to give evidence to parliamentary committees. We will ensure our members are kept up to date on national developments and the APCCs work by developing our internal communications, including e-bulletins and the APCC website, so they are more 'user friendly' for PCCs and OPCCs.

The APCC will also engage with and support PCCs in Wales on specific matters which arise from the devolution of non-reserved powers to Welsh Government. We will support their involvement with the Policing Partnership Board for Wales, chaired by the First Minister, and the Policing in Wales meetings attended by the PCCs and Chief Constables.

## We will reach out strategically to our partners and parliamentarians, influencing and shaping policy and profile

### We will support PCCs:

- ▶ to engage effectively with parliamentarians and parliamentary inquiries and business; and
- ▶ to shape and influence national debate in a way that shapes and improves policy outcomes.

### We will deliver:

- ▶ regular outward-facing APCC external newsletters keeping our stakeholders up to date on the work of PCCs and the APCC;
- ▶ roactive engagement with and input into Select Committees, to influence debate;
- ▶ parliamentary briefings;
- ▶ responses to parliamentary consultations and inquiries, and support for PCCs to give evidence;
- ▶ secretariat support for the APPG on Policing and Security; and
- ▶ We will monitor Wales-specific matters and highlight them at national level and ensure they feature in the development of policies and regulations.

## We will raise the national profile of PCCs, appreciation of their role and responsibilities and public awareness of the role and impact

### We will support PCCs:

- ▶ to make the case for expanding the PCC role, and shape and influence any reviews, including the Local Government White Paper and Royal Commission on Criminal Justice;
- ▶ to profile the quality, diversity and impact of the local crime reduction initiatives that they are leading nationally; and
- ▶ to have a strong voice and presence in national media and social media, providing an elected voice for the public on policing and crime.

### We will deliver:

- ▶ a comprehensive programme of work to engage with national policy initiatives on the PCC role/future of police governance;
- ▶ development of our Making a Difference campaign with four 'In Focus' reports;
- ▶ development of PCC Thought Leadership with four 'Think Pieces';
- ▶ further development of the APCC website, increasing usage;
- ▶ development of interactive and digital content, and increase social media presence;
- ▶ more national communications tools for PCCs and a national communications network for OPCCs; and
- ▶ inclusion of Welsh language content on our website and provide effective links to the websites of the PCCs in Wales.

**We will communicate with our members through a wide range of channels – both strategically and in day-to-day delivery**

We will support PCCs:

- ▶ with better communications for all our members, so they are always up to date on the latest national developments and on the APCC's projects and activities.

We will deliver:

- ▶ streamlined internal communications that are presented to make it easier for PCCs/OPCCs to identify key topics and issues for them; and
- ▶ a wide range of internal communications products including member newsletters and targeted briefings.

**We will prepare for the PCC elections in 2021, supporting PCCs and promoting their role**

We will support PCCs:

- ▶ to maximise public engagement and turnout in the PCC elections; and
- ▶ to use elections to raise public awareness and appreciation of the PCC role.

We will deliver:

- ▶ a strategy to ensure APCC is best supporting PCCs in the elections and promoting the PCC role;
- ▶ development of briefing documents and organising information and training events to prepare new PCCs for their role; and
- ▶ media and stakeholder engagement in the lead up to the PCC elections.

## 3.2 Supporting PCCs to work with parliamentarians and their political groups

**We will increase opportunities for PCCs to network and engage with their party colleagues**

**We will enable PCCs to build their profile in their political parties and shape their policy and approach to crime and policing.**

The majority of PCCs are elected as representatives of their political parties and develop a national presence with their party colleagues. While the APCC is a non-political organisation and its officers do not support political activity directly, we are able to facilitate political groups for PCCs and to support their work. The political allegiances of PCCs are reflected in the APCC's governance and structure – for example, in the composition of the APCC Board and ensuring political balance among PCC leads for key topics and issues.

### **We will increase opportunities for PCCs to network and engage with their party colleagues**

We will support PCCs:

- ▶ to develop strong relationships and networks with their political colleagues; and
- ▶ to engage with APCC structures through their political groups.

We will deliver:

- ▶ administrative and logistics support for weekly meeting of political groups, awaydays, deep dives, etc.; and
- ▶ technical and analytical support for development and influencing of policy (e.g. data analysis, letter drafting and information gathering).

### **We will enable PCCs to build their profile in their political parties and shape their approach to crime and policing**

We will support PCCs:

- ▶ to have strong working relationships with party leaders, Ministers, MPs and party officials; and
- ▶ to promote their local role and impact on crime reduction at party conferences, ensuring PCCs are key players in party discussions of policing and crime, and policy development.

We will deliver:

- ▶ support for regular meetings with key party figures, which we will help to arrange; and
- ▶ increased visibility and contribution for PCCs at party conferences (e.g. meetings).

### 3.3 Developing our organisation

We will develop the APCC as a model of good practice demonstrating the effective, good governance of a national membership organisation, with a robust business and financial model to enable it to adapt and develop to ensure its long-term sustainability, relevance and effectiveness.

We will continue to respond effectively to the challenges of the COVID-19 pandemic, being flexible and creative, adapting quickly, learning from best practice, managing risks, seizing opportunities and looking after our members and their teams.

The APCC's effectiveness depends upon making the best use of the skills and expertise of a relatively small central team to support PCCs to have a large national voice and presence, and we will want to look at how we might recalibrate the way the team works to freshen up the organisation and to improve the 'join up' across policy portfolios.

We recently increased our membership fees for the first time in response to a reduction in funding from government for the *Policing Vision 2025*. It is more important than ever that we set out what we are delivering as we rely more on member fees, so we will be streamlining our governance, making it easier for members to track our progress and hold us to account.

The loss of HO investment in the APCC also highlights the challenges for small, independent organisations in a competitive funding environment, and we need to consider all the funding options for the APCC and keep our business model under review.

#### **We will streamline our organisation and its governance to be more effective, efficient, transparent and accountable to our members**

We will support PCCs:

- ▶ with changes to our staffing structures that ensure our resources are being effectively targeted to deliver PCC priorities;
- ▶ by ensuring we are providing a consistently high level of support and engagement in every region of England and in Wales; and
- ▶ to hold the APCC to account effectively by streamlining our governance and making our decision making and our progress on delivery more transparent.

We will deliver:

- ▶ an annual survey of APCC members to track progress and get feedback;
- ▶ APCC single points of contact (SPoC) for every English region and support for a new role to support PCCs in Wales;
- ▶ influence for members through Board meetings and General Meetings, including reviews of financial health, risk register and business plan;
- ▶ a governance review led by the APCC Senior Management Team and reporting to the APCC Board; and
- ▶ a refreshed progress monitoring and reporting process guided by best practice.

#### **We will develop a business model and fundraising strategy for the long-term sustainability of the APCC**

We will support PCCs:

- ▶ to support us to develop our business model in response to external changes, anticipating risk and reviewing options;
- ▶ to work with PCCs and the wider sector to develop a sustainable funding model for the APCC into the future; and
- ▶ by improving our ability to identify and raise funding to support PCCs to achieve their national priorities for crime reduction.

We will deliver:

- ▶ analysis of the financial and resourcing options for the APCC each financial year to support the Board's decision making; and
- ▶ a business case for sector and APCC funding that addresses national priorities and influences HO spending decisions.

**We will support our team to work safely and effectively through the COVID-19 pandemic and embed the learning from our experience of remote and virtual learning into our working practices and culture**

We will provide support:

- ▶ to our staff to work safely through the COVID-19 pandemic with consideration and support for their physical and mental health;
- ▶ to ensure PCCs and the APCC staff can use our office and other facilities safely before we reopen our office; and
- ▶ to ensure that the APCC and PCCs continue to benefit from opportunities for virtual and remote work going forward.

We will deliver:

- ▶ regular reviews of COVID-19 continuity plans to reflect government guidelines, public health advice and learning from other organisations;
- ▶ transparency through regular communication and engagement with the APCC staff team;
- ▶ Effective planning for a return to office, working with our landlord and neighbours;
- ▶ review of policies on remote and home working; and
- ▶ development of a range of virtual and remote meetings and activities as part of our ongoing offer to APCC members (e.g., webinars, roundtables and deep-dive sessions).

# 4 OUR PRINCIPLES FOR DELIVERY

Our principles will support our delivery of all the priorities in this Business Plan for 2020-22 – and we will be creative in developing our practice and applying our organisational values to meet the various challenges of the COVID-19 pandemic.

<b>Providing voice and representation</b>	<b>Pro-active communication and engagement with and for our members</b>	APCC members will have a strong, respected and influential voice in national debate and policy, including engagement with Ministers, parliamentarians, senior officials and national leaders in partner organisations, and a platform in the national media – both print and broadcast – and social media.
<b>Being member led</b>	<b>Open, accountable and well-governed, with members setting priorities</b>	The APCC will set priorities in consultation with its members and will be open, honest and accountable for progress on delivery – holding weekly calls with our member-elected Board, quarterly General Meetings and supporting members to shape and lead every area of our work through the APCC’s ‘portfolio approach’.
<b>Linking local and national</b>	<b>Working with every region in England and in Wales, so our work reflects their experiences</b>	The APCC will provide a SPoC within the team for every region in England (Eastern Region, East Midlands, South East, South West, North East, Yorkshire and Humberside, North West, West Midlands and London) and is supporting a new post to provide a designated policy officer for Wales.
<b>Being evidence informed and innovative</b>	<b>Building evidence, sharing knowledge and good practice</b>	The APCC will ensure its members stay up to date with the latest reports, findings, data, statistics and good practice with our team of experts providing accessible briefings and analysis; including through e-bulletins, portfolio meetings, events, our website and the Knowledge Hub, and one-to-one support for portfolio leads.
<b>Being joined up and reaching out</b>	<b>Working with national partners and across sectors as a ‘whole system’ to tackle crime and its causes</b>	The APCC will work with national leaders from across and beyond policing and criminal justice to deliver excellence in policing and safer communities, including taking a leading role in the NPB and NCJB, supporting members as local system leaders (e.g., of CSPs, LCJBs, VRUs) and working with health, local government, the voluntary/third sector, business, education and other partners to tackle crime and its causes.
<b>Committing to equality and diversity</b>	<b>Working with national partners and across sectors as a ‘whole system’ to tackle crime and its causes</b>	The APCC will consider EDHR in everything we do: training all our staff in EDHR; providing opportunities for all our members to develop knowledge of best practice; and developing our use of appropriate tools.
<b>Working with integrity</b>	<b>Embodying the highest standards of conduct in public life</b>	The APCC will work with our members to ensure that the The Seven Principles of Public Life (also known as the Nolan Principles) – selflessness, integrity, objectivity, accountability, openness, honesty and leadership – are embodied in everything that we do.
<b>Living our organisational values</b>	<b>Respecting and supporting each other and everyone that we work with</b>	The APCC team will live its organisational values.

# DELIVERING OUR BUSINESS PLAN: MEASURES, MILESTONES AND ACCOUNTABILITY

This business plan sets out the priorities for the APCC's work in 2020-22 and identifies the key things that we will deliver in this period. We hope it provides a useful overview of the APCC and our priorities. It is also intended to provide a tool for APCC members to hold us to account for our progress in delivering their priorities. To enable them to do this, we will produce quarterly progress updates to the APCC Board and General Meetings, alongside an annual Impact Report, which will set out what we believe are our key achievements in taking forward the priorities set out in this plan.

The business plan is a key part of a wider suite of planning and accountability tools that we are developing as part of an ongoing governance review, and which will enable us to be a focussed, open, transparent and member-led organisation.

In particular, the APCC's policy and strategy team will be working closely with PCC leads on detailed portfolio workplans that will drive delivery of business plan priorities, specifying measures for monitoring progress and identifying key milestones, with Red/Amber/Green (RAG) rated reporting to the APCC Board and members. Assessment of progress in supporting the delivery of business plan priorities will also be a component in Performance and Development Reviews (PDRs) for all members of APCC staff.

One reason for not writing too much detail into this business plan is that we want to leave scope for APCC portfolios and workstreams to respond flexibly to the new opportunities and challenges that will inevitably present themselves in the next two years. The business plan priorities set a clear direction of travel for the APCC's work, but the most impactful ways of delivering them are likely to change over its lifespan.

# ACRONYMS USED IN THIS DOCUMENT

<b>APACE</b>	Association of Police and Crime Commissioners Chief Executives
<b>APCC</b>	Association of Police and Crime Commissioners
<b>APPG</b>	All-Party Parliamentary Group
<b>ASB</b>	Anti-social behaviour
<b>CFPG</b>	Central Finance and Planning Group
<b>CJS</b>	Criminal Justice Service
<b>CoP</b>	College of Policing
<b>CPOSA</b>	Chief Police Officers Staff Association
<b>CPPB</b>	Crime and Policing Performance Board
<b>CSP</b>	Community Safety Partnership
<b>EDHR</b>	Equality, diversity and human rights
<b>FCN</b>	Forensics Capability Network
<b>FMS</b>	Force Management Statement
<b>GDPR</b>	General Data Protection Regulation
<b>GMCA</b>	Greater Manchester Combined Authority
<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
<b>HO</b>	Home Office
<b>ICO</b>	Information Commissioner's Office
<b>IOPC</b>	Independent Office for Police Conduct
<b>JPA</b>	Jersey Police Authority
<b>LCJB</b>	Local Criminal Justice Board
<b>LGA</b>	Local Government Association
<b>MoJ</b>	Ministry of Justice
<b>MOPAC</b>	Mayor's Office for Policing and Crime (London)
<b>NCA</b>	National Crime Agency
<b>NCJB</b>	National Criminal Justice Board
<b>NEP</b>	National Enabling Programme
<b>NPAS</b>	National Police Air Service
<b>NPB</b>	National Policing Board
<b>NPCC</b>	National Police Chiefs Council
<b>OPCC</b>	Office of the PCC
<b>PCC</b>	Police and Crime Commissioner
<b>PACCTS</b>	Police and Crime Commissioners Treasurers Society
<b>PEEL</b>	Police Effectiveness, Efficiency and Legitimacy
<b>PFCC</b>	Police, Fire and Crime Commissioner
<b>SCIB</b>	Strategic Change and Investment Board
<b>SOC</b>	Serious and Organised Crime
<b>SPoC</b>	Single point of contact
<b>ROCU</b>	Regional Organised Crime Unit
<b>VRU</b>	Violence Reduction Unit



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