



# APCC » IMPACT report 2021-22



Association of Police and Crime  
Commissioners 2021/22 Year Review





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## Foreword

It is a huge privilege to chair the APCC at such an important time for policing. Over the last 10 years elected PCCs have established their role as ‘the people’s voice in policing’ and are proud of our role in cutting crime, supporting victims, and mobilising local partnerships to keep people safe. Through our twenty plus PCC-led portfolios we are delivering the policy priorities of our members and this Impact Report highlights some of the key achievements over the last year.

Since taking on this role shortly after the PCC elections in 2021, my ambition has been to cement the organisation as the home of policing governance. I am delighted that throughout 2021/22 our membership continued to grow, with a number of bodies, including the British Transport Police Association, the Scottish Police Authority and the Civil Nuclear Police Authority, joining, or re-joining the APCC. Whilst there is a real sense that the Association has come of age, there is never any question of us resting on our laurels and we have been focused on building stronger ties with our strategic partners.

We owe a huge debt of gratitude to police officers who have risen to the challenge over

the last year. Covid and the resulting lockdowns tested policing’s relationship with policing and a number of high profile incidents have tested public trust and confidence in our service.

The public rightly expect the very highest standards from our officers and whilst it is right that action is taken to flush out those that abuse the public’s trust, PCCs are unrelenting in their resolve to both support and hold Chief Constables to account.

In May 2021, new PCCs and PFCCs were elected into office, with increased turnouts across England and Wales, and I was delighted that the APCC was able to support them and their teams through those vital first weeks in office.

PCCs will continue to make a real difference by making policing more transparent to the public, promoting and funding measures to cut crime and support victims, and keep our communities safe. And the role of the APCC has never been so important in bringing policing governance bodies together to speak as one and push for positive change on behalf of the public we serve.

**Marc Jones**  
APCC Chair

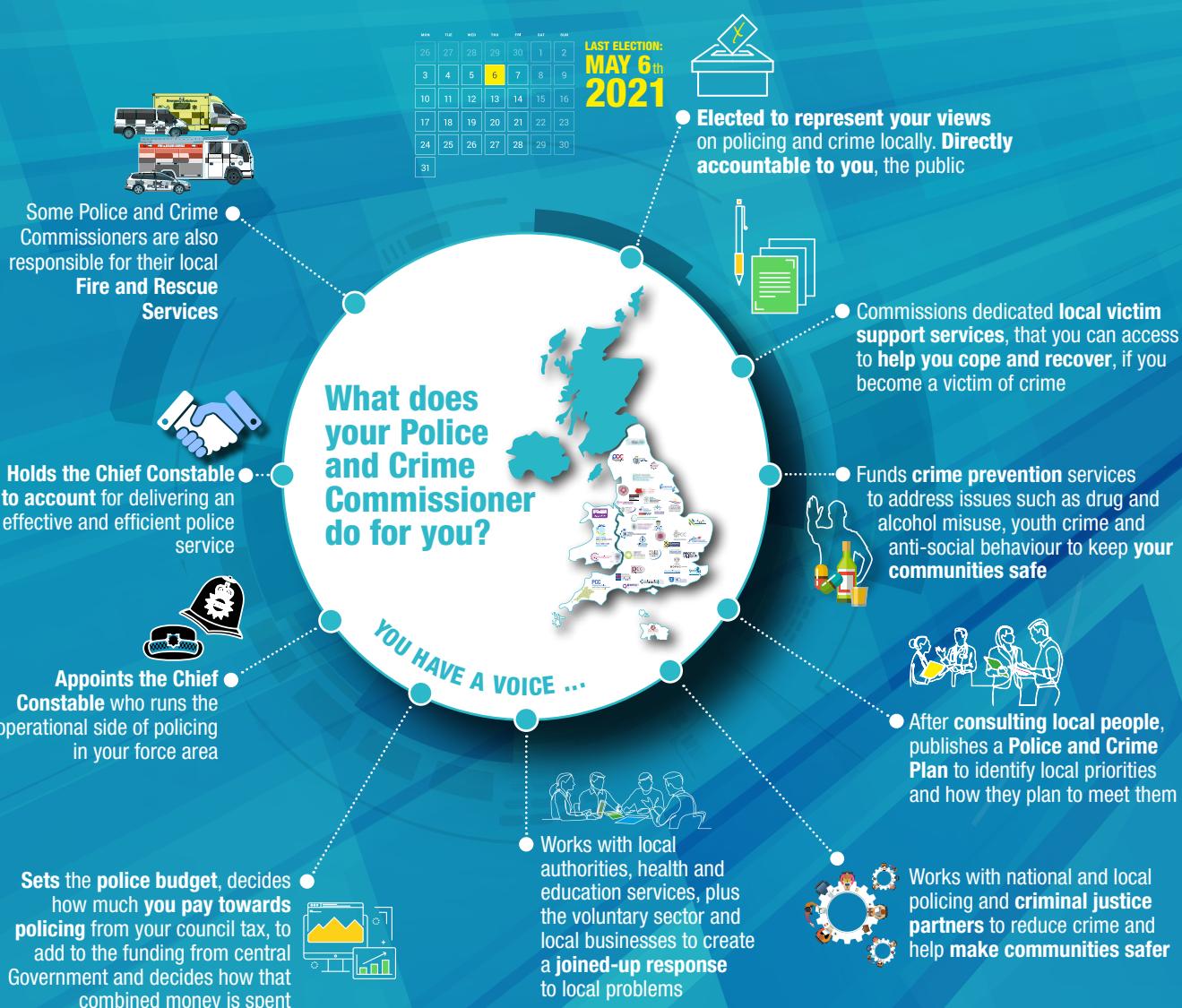




# What We Do

## Role of a Police and Crime Commissioner

PCCs are responsible for ensuring the effectiveness and efficiency of policing in their area. They hold the budget, set the priorities through their police and crime plan and hold the Chief Constable to account for delivery against it. They are the voice of the public in policing, democratically elected. They also are responsible for commissioning support services for victims of crime in their area, ensuring the voice of the victim is heard in the criminal justice system and that victims get the help and support they need to cope and recover. PCCs have a wider role in the criminal justice system. Many chair their local criminal justice boards and bring criminal justice partners together to deliver improvements on the ground. Some PCCs are also responsible for the governance of fire and rescue services in their area (PFCCs). In London, Greater Manchester, and West Yorkshire policing and crime are the responsibility of Deputy Mayors.



**PCCs have many responsibilities which include**

Appointing the Chief Constable and holding them to account

Setting the police budget

Deciding how much local people pay towards local policing

Producing a Police and Crime Plan which sets out local priorities

Commissioning services to support victims of crime

Improving community safety

Working with other organisations, including criminal justice partners, to deliver a joined-up approach to local priorities

Engaging with the public, giving them a voice in local policing and community safety

## Role of the Association of Police and Crime Commissioners

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

In 2021/22, the APCC had the membership of all 40 PCCs in England and Wales alongside the following organisations: City of London Police Authority; the Mayor's Office for Policing and Crime for the Greater London Authority; the Greater Manchester Combined Authority; the West Yorkshire Combined Authority; Jersey Police Authority; British Transport Police Authority; Civil Nuclear Police Authority; and the Ministry of Defence Police Committee.



**By coming together as one Association, the APCC is able to**

Debate and shape national policing and criminal justice strategy and policy

Use its collective voice to influence change with Government and stakeholders

Engage nationally with the public to inform policing and community safety developments

Forge productive relationships with national stakeholders and delivery partners

Share good practice and innovation across our members and more widely

# PCCs Cutting Crime

Police and Crime Commissioners are elected by the public to cut crime and deliver an effective and efficient police service within their force area. PCCs set out their local priorities within their Police and Crime Plans.

In July 2021 the Government published its national **BEATING CRIME PLAN** presenting its national strategy and framework for cutting crime and keeping communities safe.



UK Government

## Cutting Crime

PCCs are passionate about cutting crime. They are investing in additional police officers, above and beyond those being recruited as part of the national Police Uplift Programme. This amounts to more patrols, and better-quality criminal investigations.

They have welcomed the Government's Beating Crime Plan to reduce crime, protect victims, and keep communities safe. They ensure policing is resourced and supported to tackle serious organised crime and emerging crimes such as fraud. By listening to the public, PCCs equally understand the importance of tackling low-level criminality and anti-social behaviour. They ensure these issues are not neglected in forces' priorities and performance activity.

PCCs are also driving forward important work to bring forces together to share best practice and pool expertise in areas such as digital, and procurement.

## Preventing Crime and Keeping our Communities Safe

Prevention is always better than cure. People living in communities blighted by crime and anti-social behaviour are always relieved when incidents are resolved, but of course would much prefer that they had not occurred at all and that nobody was victimised in the first place.

PCCs are working tirelessly with the police and other agencies to prevent crime - by strengthening security measures in public spaces through use of Safer Streets grants and other measures; by investing in innovative projects which divert young people away from crime, and working with wider local partners to commission early intervention and prevention programmes to tackle the root causes of crime.

PCCs have also been engaging with Government and partners to deliver multi-agency solutions to wider societal issues which lead to crime; such as the availability of appropriate support for vulnerable people in mental health crisis, and substance abuse.

## Supporting Victims

PCCs are victims' champions, ensuring their voices are heard in policing and the wider criminal justice system. They commission wrap-around support for victims of all crimes including specialist services, and throughout the pandemic have highlighted the importance of additional support for victims of domestic abuse in particular, and commissioned additional services to meet demand.

They also ensure that victims' priorities are met by policing. This includes investing in technology and control room staff to make reporting crimes easier for victims, supporting specialist training for police officers and staff, and holding forces to account to ensure they are putting victims first.



To support members in delivering against these overarching outcomes, the APCC developed a **BUSINESS PLAN FOR 2020/22** supported by a portfolio policy structure.



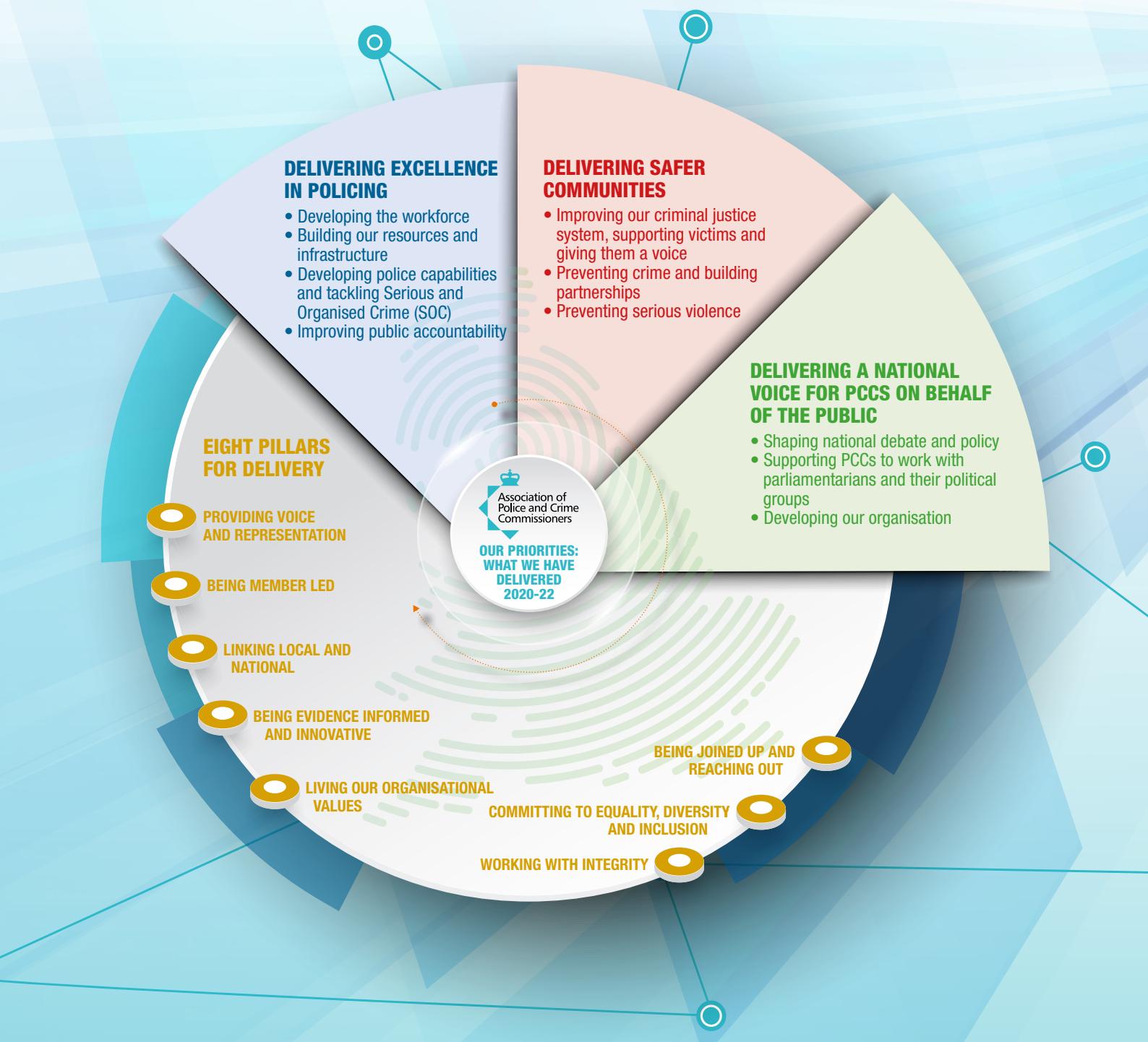
More recently the **APCC STRATEGIC PLAN 2022-24** was published. It sets out how the APCC will deliver for PCCs over the next two years.



# Business Plan Overview

## 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 in the policing, criminal justice and wider community safety landscape, to help keep our communities safe.



# Our Priorities: Excellence in Policing

Working through and across 20 plus PCC-led portfolios, we have continued to drive work to deliver the policy priorities of APCC members nationally and to support them to deliver locally. A summary of key impacts in 2021-22 is provided below.

## 1. Developing the Workforce

The APCC has worked to help to deliver **more police officers** for our communities, in line with our commitment to 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**. In Year 2 we helped to recruit 13,576 new police officers by March 2022.

Chief Officer recruitment is a vital part of a Commissioners role, and our members have impressed on us the importance of **developing the number and diversity of talented applicants coming forward for the most senior roles in policing**. In 2021-22, the APCC played a key role in convening a review of Chief Officer pay and conditions with our national partners. We have agreed a package of reforms to pay and conditions, which will form the basis for a joint submission to the **POLICE RENUMERATION REVIEW BODY** (PRRB) in 2023.

In a challenging environment for employment relations, the APCC has maintained excellent **relations at a national level with staff associations and trade unions**, while effectively representing Commissioners interests in negotiations and in our submissions to the PRRB.

We have also maintained our relentless focus on helping to ensure that policing becomes more **representative of the communities that it serves**. We have been equipping PCCs with information and data to provide effective challenge locally on diversity and inclusion.

## 2. Building our resources and infrastructure

Our Finance and Funding portfolio has led work with NPCC and Home Office partners that produced a robust business case for additional investment for policing. We helped to secure a **well-received police funding settlement in 2020-21**, and a **comprehensive multi-year settlement in 2022**.

We have been pressing government for a **review of the Funding Formula** for some time now, finally securing a commitment to this in 2021-22. APCC members have been expressing dissatisfaction with the existing formula for allocating funding between forces for years, and we are delighted that the APCC has helped to secure the review that is now underway, with PCCs very much at the table - while there is plenty still to do, we have got off to a promising start.

We continue to support the implementation of the **National Police Digital Capacity** and have helped PCCs to build a strong relationship with the first National Policing Chief Scientific Advisor, Professor Paul Taylor, and his team, with APCC playing a leading role in the Science, Technology, Analysis and Research (STAR) programme, including supporting PCCs and forces to apply for Home Office STAR funding. We have also supported the **successful roll out of digital and technology capabilities** to our members' forces, including through the National Enabling Programmes and the Digital Public Contact Programme.

PCC Board members and the APCC have continued to support **BLUELIGHT COMMERCIAL** in the significant role it has played in leading national commercial activity, from launching new frameworks and contracts for Fleet Vehicles, to continuing to support the delivery of PPE to front line teams, developing our approach to Contingent Labour and creating a National Dynamic Purchasing System for the next generation of Physical Forensic Services.

**The targets for 2021/22 of £20m cashable efficiency savings and £3m non-cashable back-office efficiencies were both exceeded by a wide margin, with back-office efficiencies anticipated, once validated, to exceed £18m. Many more commercial projects are underway such as work on the next generation Police Aviation Services, Drones, Uniform and Selected Medical Practitioners.**

In November, the APCC joined with Blue Light Commercial and the **NATIONAL POLICE CHIEFS COUNCIL** to launch a landmark policing decarbonisation programme.

### 3. Tackling Serious and Organised Crime, and Developing Specialist Capabilities

The APCC's Serious and Organised Crime Portfolio has achieved greater engagement with the **NCA**, the Home Office and the NPCC in developing a whole system approach to SOC, and in increasing their understanding of the role of PCCs in supporting local and regional delivery. We played an important role in **securing three-year funding for Regional Organised Crime Units**, putting them on a more sustainable financial footing and ensuring that they can continue to provide specialist support and capacity to fight organised crime.

There is growing concern among our members about economic crime and fraud, and the devastating impact these crimes can have on their victims. To understand this better, we have undertaken a **survey of specialist services being commissioned by PCCs to work with victims of fraud**, in order to better understand how it effects victims, the support that they need and best practice in providing it. Our **ECONOMIC AND CYBER CRIME PORTFOLIO** has also helped to ensure that the views and experiences of PCCs are **shaping the work on a national fraud strategy**.

Scientific developments are also posing ethical and moral questions for policing. Our Forensics Portfolio has **developed a proposal for a National Data Ethics Institute** to advise on the use of emerging technology, building on the work of the APCC's Biometrics and Data Ethics Working Group. We also undertook work through our SARC (Sexual Assault Referral Centre) Working Group to **support PCCs' offices to ensure that their SARCs met the Forensic Science Regulators requirements** and can deliver effectively for victims of sexual assault.

## 4. Improving Public Accountability

The APCC Performance Portfolio successfully lobbied for PCCs to receive **access to the Digital Crime and Performance Pack (DCPP)** which was developed in 2021 by Home Office and HMICFRS and enables comparisons of performance between similar forces, identification of good practice, and encouragement of data driven conversations.

The Performance Portfolio has worked hard to develop its **influence with the Crime and Policing Performance Board**, which has been chaired by the Policing Minister, sits under the National Policing Board, and is responsible for driving improved performance nationally.

The APCC is involved in the planning for and development of each meeting of the CPPB and is invited to the DCPP Insight Working Group on PCCs behalf, to feedback on the data pack to ensure it is providing the most value and insight to users. We have had a particular involvement in the **development of Force Management Statements (FMSs)**, attending the FMS Steering Group and ensuring FMS3 was better aligned to PCC planning cycles.

With APCC support, where appropriate, PCCs are also **operating well within the new Complaints System** and steps have been taken to identify and share learning and notable practice, including through a workshop held for PCCs on complaints. We also held a workshop for PCCs and OPCCs to support them to **deliver their statutory responsibilities with respect to the Specified Information Order**.

Work on Legally Qualified Chairs (LQCs) continues to strive to **mitigate the risks of a lack of LQCs** available to chair police misconduct hearings and to work to find a long-term solution regarding indemnities linked to the Eckland case. We have also worked on a revised **Memorandum of Understanding between the APCC and the Independent Police Complaints Commission**.

# Our Priorities: Safer Communities

## 1. Improving our Criminal Justice System, and Supporting Victims

During the Covid pandemic, PCCs role as local system leaders, including their role in Local Criminal Justice Boards (LCJBs) was strengthened, with evidence, for example, of better data sharing and a greater willingness of partners to work collaboratively. The APCC has supported this by facilitating **regular meetings of our LCJB Chairs Forum**, providing an opportunity to share good practice and to engage with senior officials on issues of national policy.

The **PCC REVIEW PART 2** was an opportunity to highlight the PCC's role in bringing together criminal justice services and coordinating their activity, and we were delighted that many of the **APCC's representations were picked up in the Review's recommendations**, including placing LCJBs on a statutory footing. The APCC's Criminal Justice Portfolio is now leading much of the work to implement key recommendations from the review with Probation Service and other partners.

Our Victims Portfolio has played a leading role in work to tackle Violence Against Women and Girls, including hosting a national Summit to bring PCCs and other key partners together to discuss the issues and to help us to develop an **APCC Action Plan for 2022-23**. We also consulted with **our members to support our response to the government's consultation on the VICTIMS BILL**, which we expect will further develop the PCCs role in ensuring that victims of crime get the support that they need.

We know from our members that short-term funding for victims' services has created problems locally, making it difficult to plan strategically and build longer term relationships with service providers, and our Victims portfolio has consistently highlighted this to Ministers and senior officials. One of the portfolio's key achievements in 2021-22 was to help to **secure a multi-year funding settlement for victims' services**. This represents a real, tangible win for victims' services, and we were pleased to play a role in securing it.



## 2. Preventing Crime, and Building Partnerships

The APCC Prevention Portfolio has worked with PCCs to maximise opportunities for them to access funding from the Home Office Safer Streets Fund to deliver local crime prevention. To date, **PCCs have accessed approximately £70m of SAFER STREETS FUNDING**, with a further £70m available via the latest round of the fund launched in March 2022.

The APCC Emergency Services Collaboration Portfolio continues to identify opportunities for PCCs and PFCCs to engage with national stakeholders and input to national policy and practice. The portfolio met regularly with the Fire Minister and officials to shape the Fire White Paper (published May 2022). During this year we worked closely with Local Government Association and National Fire Chiefs Council partners to **create and deliver the first national (England) fire core code of ethics**, helping drive consistency across services and highlighting the importance of equality and diversity.

APCC members tell us that too much of their forces time and resource is spent dealing with people with mental health problems. During 2021-22, our Mental Health and Custody portfolio led an **inquiry into the impact of Covid on mental health and the ramifications for policing**, which the portfolio leads presented to the Minister for Mental Health. This report had a clear impact on government thinking, including being directly referenced in the Government's Mental Health and Wellbeing Recovery Action Plan. The portfolio has also worked with the Independent Advisory Panel on Deaths in Custody and Ministerial Board for Deaths in Custody to identify and disseminate good practice to reduce these deaths.

The APCC's **ADDICTIONS AND SUBSTANCE MISUSE PORTFOLIO** has ensured that PCCs are key partners in the new 10-year drug strategy, and that the need to support the PCC role in tackling drug-related crime and other harms was recognised in the PCC Review. Working with senior officials it helped to ensure that **national guidance on Local Combatting Drug Partnerships recognised the importance of the PCC's role**, with several PCCs now chairing their local partnership. It also worked with PCCs' offices to ensure they have **access to detailed data** on the demand for and performance of drug and alcohol services in their area. The portfolio also **provided written and oral evidence to the Home Affairs Select Committee's inquiry into drug policy**.

The portfolio has highlighted the **dangers of 'spiking'** and the **need to tackle gambling related harm**, facilitating a briefing session for PCCs on gambling with relevant experts and producing a '**checklist**' tool to support PCCs to develop effective responses to gambling related crime in their local areas.

The APCC Roads Safety and Policing Portfolio delivered a **public engagement survey on the public's experience of roads safety enforcement**. It received 66,000 responses across force areas in England and Wales. PCCs were provided with their local data which they used for their Police and Crime Plans and to support local strategic planning on road safety. The survey also fed into the Department for Transport and Home Office roads policing review.

The APCC Business Crime portfolio delivered two **public engagement campaigns** - 'Shop Kind' and 'Keeping Christmas Kind' – that raised public awareness of violence and abuse against shopworkers. It also responded to the Home Office and Home Affairs Select Committee Calls for Evidence, with PCCs giving oral evidence. It successfully campaigned for an aggravating factor to be recognised in the case of assault of shop and retail workers. The portfolio leads have joined the National Retail Crime Steering Group, where they are working closely with business leaders to get to grips with business crime.

The APCC Serious Violence Portfolio has achieved a notable success in **securing longer term funding for Violence Reduction Units (VRUs)**, following consistent lobbying on the need for sustainable funding for VRUs by the APCC. It has also developed a network to bring non-VRU areas together, including to develop their approach to the new Serious Violence Duty.

## 2. Championing Equality and Diversity in Policing and Criminal Justice

During 2021-22, the APCC publishing an **EQUALITY FRAMEWORK FOR PCCS AND THEIR OFFICES**, which was supported and endorsed by the Equality and Human Rights Commission. Our EDHR leads also ensured PCCs had a voice in the development of the NPCC and College of Policing's Inclusion and Race Programme work.

The APCC Race Disparity Working Group continued to bring portfolio leads together to ensure that race disparity was consistently being addressed across APCC portfolios, and to deliver an **APCC ACTION PLAN ON RACE DISPARITY FOR 2021-22**. This including providing Equality, Diversity and Inclusion training and development for PCCs and their officers.

We also worked with the government and the Commission on Race and Ethnic Disparities to ensure that the PCC role was understood by the Commission, and considered in the **GOVERNMENT'S INCLUSIVE BRITAIN REPORT**, which was published in March 2022.

The APCC has worked with the Youth Justice Board to **make data on disproportionality in the youth justice system in local areas available to PCCs** and their offices too.

**VISIT THE TACKLING RACE DISPARITY & CHAMPIONING EQUALITY & DIVERSITY IN POLICING AND CRIMINAL JUSTICE PAGE ON THE APCC WEBSITE.**



# Our Priorities: Delivering A National Voice for PCCs on Behalf of the Public

Through our communications and public affairs output we **ensured PCCs' voices were heard in key policing and criminal justice national debates** including on public confidence, violence against women and girls, the Government's Beating Crime Plan, Covid-19 Enforcement, the Police, Crime, Sentencing and Courts Bill and Dame Carol Black's review of drugs.

We have produced more than **100 PROACTIVE MEDIA STATEMENTS** for our website and the media including on tackling violence against women and girls; Crown Court backlogs; Fire Governance; Safer Streets Funding; Racial Disparity; Victims' Bill; the PCC Review Part Two; Business Crime; Stalking; Spending Review; Police recruitment and policing training; Online Safety Bill and the Rape Review.

We have achieved **written coverage in all major broadsheet newspapers** and facilitated PCC interviews with various broadcasters including BBC News, Sky News, Times Radio, GB News, BCC Newsnight and the BBC Radio 4's Today programme.

We used General Meetings and the summit to create **more videos and content** for PCCs to engage with the public and stakeholders around the work in their portfolios.

## PCC Elections, May 2021

We worked to raise the profile of PCCs in the run up to the **PCC Elections** and identify media opportunities which resulted in an op-ed in the Telegraph on VAWG and hosting a well-attended Crime Reporters' Association briefing with three PCCs on the day of the PCC Review publication which resulted in significant coverage.

We supported Office of Police and Crime Commissioner (OPCC) communication teams by running online workshops, producing bespoke election graphics and videos for use on OPCC websites and social media platforms.

The homepage of the APCC website focused on the PCC Elections and included an election countdown timer. It was continually updated with relevant news and published results live as they came in.

An election special edition of the **APCC STAKEHOLDERS' BULLETIN** contained three Think Pieces from PCCs

+ who were standing down. Between 2 March and 5 May, our short version of the PCC election video '**YOU HAVE A VOICE**', reached more than 630,000 people across England and Wales. It was also used in regional TV news bulletins' election coverage. APCC's Facebook page reached more than 1million people including through paid-for election posts.

The elections saw a significant **increase in voter participation**, with turnouts of well above 30 per cent in most areas and some areas recorded turnout in the mid-40s.

## Post-election support

The APCC has produced a **REFERENCE GUIDE** which provides PCCs and their offices with valuable information, insight, and tips on a PCC's statutory responsibilities, the key partners they work with, the national police and crime landscape, the setting up of their office, the potential areas of development of the role, and much more. You can read here. We also developed and delivered a new PCC map which was widely distributed throughout England and Wales.

As part of our support package for PCCs, the APCC provided virtual media training refresher for PCCs, utilising a senior broadcast journalist.

Meanwhile our Communications and Public Affairs Networks **facilitated peer-led discussions** on subjects including crisis communications, precept consultation best practice and the Parliamentary Legislative Process.

## Public Affairs

Our public affairs work ensured we were able to monitor and influence legislation and debate. The Government's response to the PCC Review Part Two confirmed the important role that PCCs have in policing and criminal justice and committed to introducing more levers for PCCs to affect positive change, particularly in criminal justice.

**Oral and written evidence are important in terms of raising the profile of PCCs and influencing key legislative changes. This year:**

- PCCs David Lloyd and Alison Hernandez gave evidence on the Police, Crime, Sentencing and Courts Bill to the Public Bill Committee;
- PCCs Donna Jones, Alun Michael and Darryl Preston gave evidence to Select Committees on new technologies and rape and sexual offences;
- PCC Joy Allen gave oral evidence to HASC on the topic of spiking. Additional evidence from PCCs was also gathered at the request of the Committee to be considered as part of the wider inquiry;
- PCC Mark Shelford gave oral evidence to the Justice Committee on the topic of fraud and the CJS.

The APCC continues to provide the secretariat for the APPG on Policing and Security. Hosted and worked to foster discussions between PCCs, Parliamentarians, and other stakeholders on key issues. This includes our second APCC Spotlight On ... event in June 2021 on Rape and Sexual Violence. It featured Victims' Commissioner Dame Vera Baird speaking in advance of the Government's end-to-end rape review and **attracted 60+ attendees who heard about victims' projects PCCs are supporting**.

Our weekly Activity and Communications Grid, Public Affairs Bullet Report, Legislation Tracker, and lists of oral questions assists our Public Affairs Network in **engaging with Westminster on issues of interest**. Written briefings related to the Levelling Up White Paper and workshops were delivered on the Police, Crime, Sentencing and Courts Bill for PCCs/OPCCs and with Home Affairs Select Committee team on how to engage with the Committee.

## Campaigns

As part of our **PCCsMAKINGADIFFERENCE CAMPAIGN**, we have continued to produce and circulate professionally designed In Focus reports, each featuring a foreword from a relevant Government Minister and showcasing notable practice from PCCs across England and Wales.

### This year we have published:



Through our **EXTERNAL BULLETINS** we continued to promote the work of PCCs in key policy areas, including on cybercrime, environment and sustainability and anti-social behaviour.



In February/March 2022 we launched our **10 YEARS OF PCCs MAKING A DIFFERENCE CAMPAIGN** ahead of the 10-year anniversary of the first PCC elections in November 2022.



Throughout the year we have highlighted how PCCs are delivering and making a real difference to keeping their communities safe; how they work with their police forces, criminal justice agencies and partner organisations to prevent and cut crime, protect victims and reduce re-offending.

### **Areas of work include:**

- Helping to end violence against women and girls
- Driving forward improvements to local criminal justice services
- Preventing crime and reducing re-offending
- Tackling ASB and addressing drug and alcohol abuse
- Addressing race disparity and disproportionality within policing
- Restoring public confidence and trust in policing

In the autumn we carried out a public survey on firearm licensing to help inform public discussion and ongoing dialogue with Government. The survey generated significant interest and resulted in excess of 24,000 responses.

## **Joint Policing Summit**

The joint APCC/NPCC summit took place in Westminster for the first time since the Covid pandemic. The event entitled “Policing and the public: driving performance and securing trust” was extremely well attended and, for the first time, offered a virtual option for delegates. In terms of communications around the event, coverage came from a range of national newspapers and broadcasters. The hashtag was used 936 times by the end of day two with a 10.4m influence. #PoliceConf21 - was trending at 29th in the UK at one point in the morning of day one. 24 videos were produced throughout the summit.

The summit also led on the **APCC BULLETIN** which was released the week after. Content has been uploaded onto the **APCC SUMMIT WEBPAGE**.



All our social media platforms have seen increased output and reach, but **TWITTER** remains our most effective platform for influencing key audiences including journalists, parliamentarians, Government officials, and policing stakeholders.

# Corporate Governance: APCC Board

## Directors of the Association:

View on website: <https://www.apccs.police.uk/about-the-apcc/board-members>

**Marc Jones**, Police and Crime Commissioner for Lincolnshire (Chair)

**Alison Hernandez**, Police and Crime Commissioner for Devon, Cornwall and the Isle of Scilly (Vice-Chair)

**Alun Michael**, Police and Crime Commissioner for South Wales (Vice-Chair)

**Katy Bourne OBE**, Police and Crime Commissioner for Sussex

**Roger Hirst**, Police, Fire and Crime Commissioner for Essex

**David Lloyd**, Police and Crime Commissioner for Hertfordshire

**Kim McGuinness**, Police and Crime Commissioner for Northumbria

**James Thomson**, Chair of the City of London Police Authority Board

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Commissioners

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