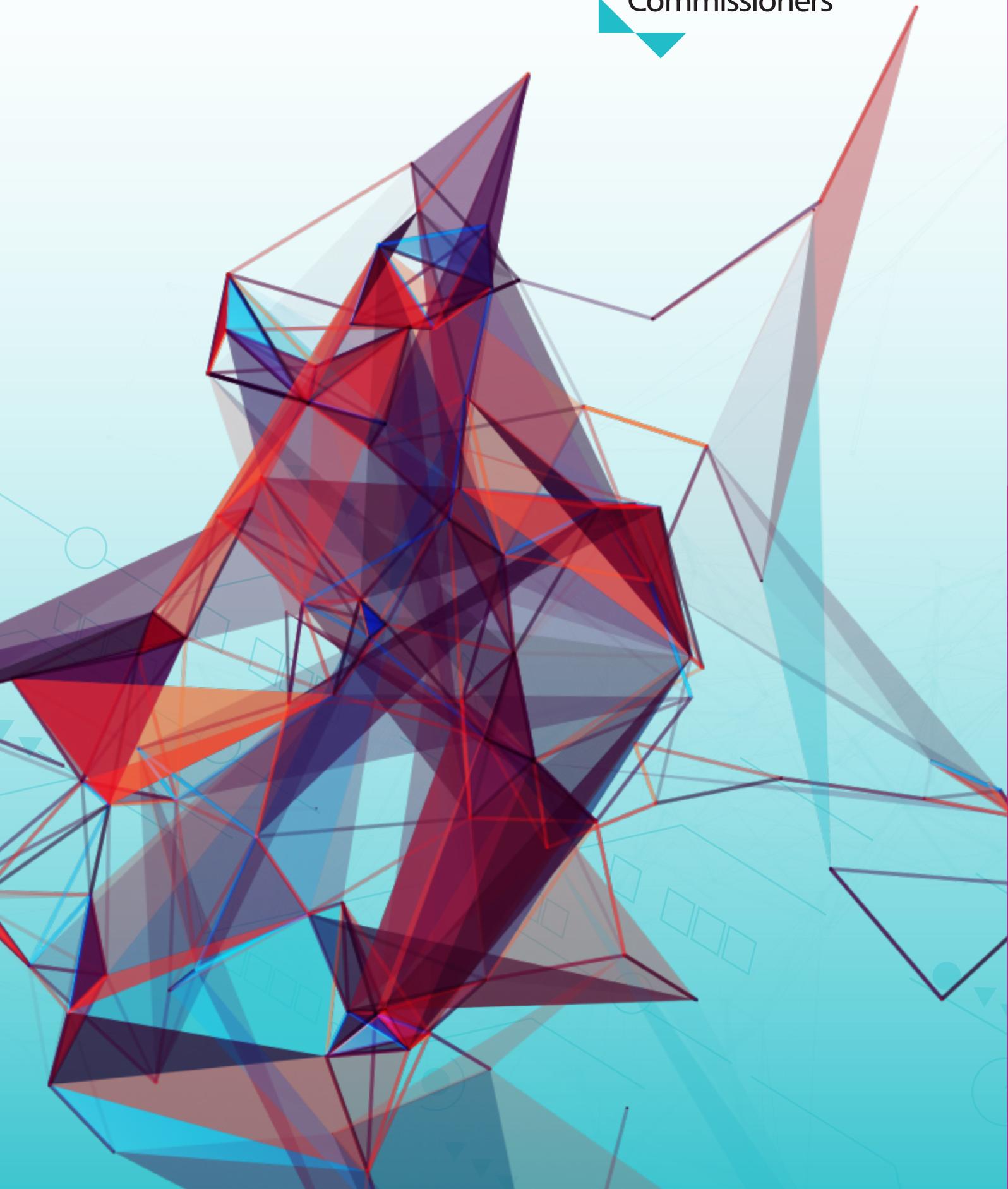




APCC IMPACT REPORT 2020/21



Association of
Police and Crime
Commissioners



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A Forward Look

As I write this, 2021/22 already seems a critical year for policing, for Police and Crime Commissioners (PCCs), and for the Association of Police and Crime Commissioners (APCC).

There has been an injection of energy and new ideas into the APCC as a result of a large number of first-time PCCs being elected into office. It is always sad to say goodbye to colleagues, but our new members have approached their local roles, and national portfolio responsibilities, with great enthusiasm - aided by the comprehensive induction programme laid on for them by the APCC. This has ensured there has been no diminution of PCCs' influence at a national level as we discuss key matters like the Spending Review, new legislation, and our part in delivering on the Government's Beating Crime Plan.

We have been taking the opportunity presented to us by the PCC Review to showcase the great work we have been delivering in policing, and with our local communities. Perhaps more importantly, we have identified where we can do even more for victims of crime if afforded greater influence over the wider criminal justice system.

Because it is clear that the criminal justice system is not always operating with victims' interests at heart. Lengthy court backlogs persist, and the public is rightly asking questions about low charge and conviction rates.

Trust and confidence have been further impacted by the tragic case of the murder of Sarah Everard.

The public are angry that a serving police officer was able to abuse his position to brutally kill an innocent woman. They are rightly asking questions as to how this ever could have happened, and they are looking for assurances that such a thing could never happen again.

Officers and staff are ashamed of what happened; and we will support them through this difficult time.

But PCCs are not just leaders within policing, but also leaders of our communities. We need to challenge our Chief Constables around vetting and culture on behalf of victims and the wider public. Locally, we will ask the tough questions and play our part in rooting out misogyny and sexism. And nationally, the APCC is establishing a cross-portfolio Violence Against Women and Girls (VAWG) working group, recognising that tackling VAWG takes all of us.

This year, perhaps more than ever, the impact of the APCC will be its ability to bring PCCs together to work and speak as one.

Marc Jones
APCC Chair





Reflections on a Challenging Year

2020/21 was an extraordinary year. All of society was tested - and none more so than our public services during the pandemic. Policing more than rose to the challenge and, despite being required to enforce rapidly-changing Covid-19 legislation, they carefully balanced the need to keep people safe with maintaining the trust and confidence of the public. Our police officers and staff made huge sacrifices on all our behalf, and we are indebted to them for that.

PCCs also played a significant role throughout the pandemic, acting as the public's voice in policing when concerns were raised about use of Covid powers; working closely with local and national criminal justice partners to tackle the backlog of cases in the courts; supporting victims of crime and successfully bidding for additional funding to support domestic abuse victims and their children many of whom had suffered additional harms as a result of lockdown.

All of us were also rocked by the murder of George Floyd. Issues of public confidence and trust in policing came to the forefront. The APCC established a new Race Disparity Working Group to focus our efforts on how PCCs can build bridges between Black and minority ethnic communities and policing, alongside working across the criminal justice system to tackle disproportionality and promote inclusion.

Good practice was highlighted, and the Police Uplift Programme served as a key mechanism to ensure policing became more representative of the communities it serves.

The Home Office-led PCC Review also afforded an important opportunity to reflect on the developments and learning since the role of PCC was first created in 2012 and to look forward to how the role could be further developed, particularly in the wider criminal justice system. We look forward to seeing our recommendations on part 2 of the review being taken forward.

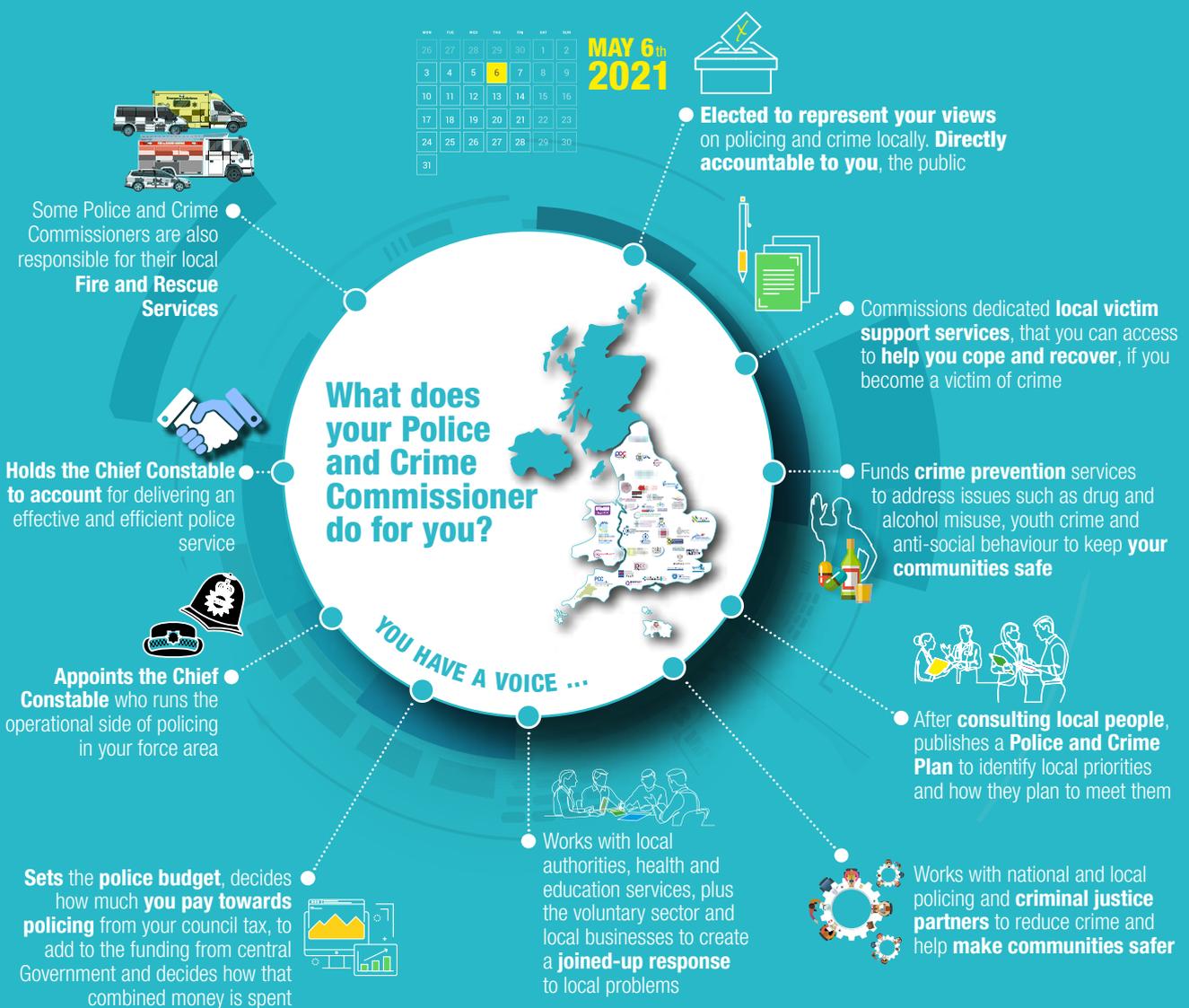
It has been a unique time and I'd like to thank all Commissioners and their teams, as well as those PCCs who left office in May of this year, for their commitment and dedication throughout the last year. Together, PCCs have got on with the job, making a real difference to their communities they serve.

Susannah Hancock
Chief Executive, APCC

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 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 2020/21, the APCC had the membership of all 40 PCCs in England and Wales as well as the City of London Police Authority, the Mayor's Office for Policing and Crime for the Greater London Authority, the Greater Manchester Combined Authority, the West Yorkshire Combined Authority, Ministry of Defence Police, British Transport Police and the Jersey Police Authority.

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

The APCC operates independently of Government and is supported by a small team of policy and communication professionals.

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.

The Government has recently published its national *Beating Crime Plan* presenting its national strategy and framework for cutting crime and keeping communities safe.

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.



**BEATING
CRIME PLAN**



UK Government

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.



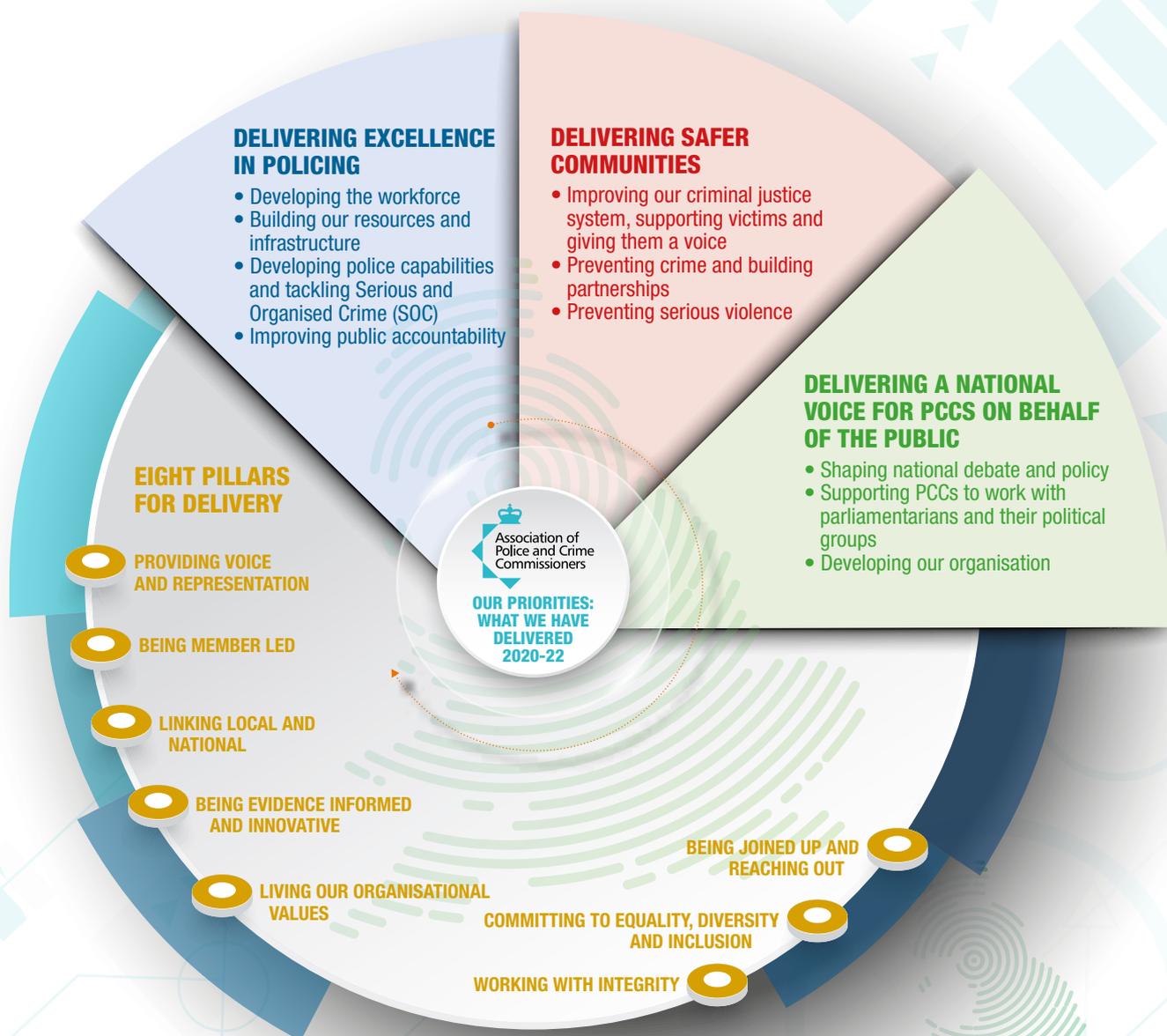
To support members in delivering against these overarching outcomes, the APCC has developed a Business Plan for 2020/22 supported by a portfolio policy structure



Business Plan Overview: Our Priorities: What we have delivered 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 in the policing, criminal justice and wider community safety landscape, to help keep our communities safe.



Our Priorities

Safer Communities

1. Improving our Criminal Justice System, and Supporting Victims

Key achievements include:

Throughout the pandemic, the APCC has played a leading role in highlighting to Government and key national partners the impact of growing court backlogs on victims and witnesses and seeking to drive forward change and innovation at a local level.

We also helped to secure additional funding to enable victims' services to respond to the pressures created by the pandemic, including much needed additional funding to support victims of domestic abuse and sexual violence.

PCCs strongly advocated for a strategic approach to funding underpinned by multi-year funding settlements for victims' services. And we been a strong national voice for the need to prioritise and improve services and outcomes for victims of **Violence Against Women and Girls (VAWG)**. This year, a new **Working Group on VAWG** is being developed to ensure that all relevant APCC portfolios are contributing to this work.

In criminal justice, we established a new forum for the chairs of **Local Criminal Justice Boards (LCJBs)** to meet with Ministers and senior officials in Government, alongside representatives of other national criminal justice bodies, to ensure that the voice and needs of victims and the wider public - alongside the experience of local criminal justice agencies - was heard, understood, and responded to.

This forum has raised the profile of LCJBs and their national impact, reflected in the [PCC Review](#). The APCC also engaged with **HM Prisons and Probation Service (HMPPS)** nationally on behalf of **PCCs to shape the new integrated probation service** and ensure that PCCs have a central role locally, including through co-commissioning of services with local probation partners and through the establishment of a joint **HMPPS/APCC working group**, which we deliver with **Ministry of Justice colleagues**.



2. Preventing Crime, and Building Partnerships

Key achievements include:

Preventing crime is a key priority and so we have supported PCCs to secure funding from the new *Safer Streets Fund* to improve situational crime prevention, especially around acquisitive crime, and to link into the *Youth Endowment Fund*.

We have **facilitated PCC voices and representation** on the expert advisory group for *Dame Carol Black's Independent Review on Drugs* and on the *Project ADDER* national board.

During the height of the pandemic, the APCC also conducted a **deep dive on policing and mental health**, and publishing findings which fed directly into the **Government's strategy and NPCC's Operation Talla** work.

The *Roads Safety portfolio conducted a national survey* canvassing the public's views on the prevalence of road traffic offences and whether fines for some offences should be increased. The survey yielded **more than 66,000 responses** from across England and Wales and informed the APCC's submission to the **Home Office-Department for Transport Roads Policing Review**.

The APCC also highlighted the issues associated with violence against shopworkers by helping to lead a national *'KeepingChristmasKind'* campaign. The Minister for Policing and Crime noted the **leadership that the APCC and PCCs had shown** in ensuring high streets are safe for workers and shoppers alike.



Dame Carol Black



Roads Safety National Survey



National KeepingChristmasKind Campaign



Our Priorities

Excellence in Policing



1. Developing the Workforce

Key achievements include:

The APCC has worked with PCCs, the Home Office and wider policing partners to help to deliver more police officers for our local communities, both through supporting the national [Police Uplift Programme](#) (PUP) in the recruitment of 20,000 new police officers alongside PCCs using funding raised through their local policing precept to fund the recruitment of additional officers on the ground.

With the [National Police Chiefs' Council](#) (NPCC) and other policing partners, we are also working to encourage more officers to put themselves forward for the most senior roles in policing, with a particular focus on diversity. And on equality, diversity and inclusion, we have had a relentless focus on helping to ensure that policing is more representative of the communities that it serves. We have been equipping PCCs with information and data to provide effective challenge locally and challenging ourselves and our national partners to ensure we seize the 'once in a generation' opportunity the PUP brings.

This work continues and there is still a long way to go, but in 2020/21 we started to see positive signs that diversity is increasing.

Our Priorities

Excellence in Policing

2. Building our Resources and Infrastructure

Key achievements include:

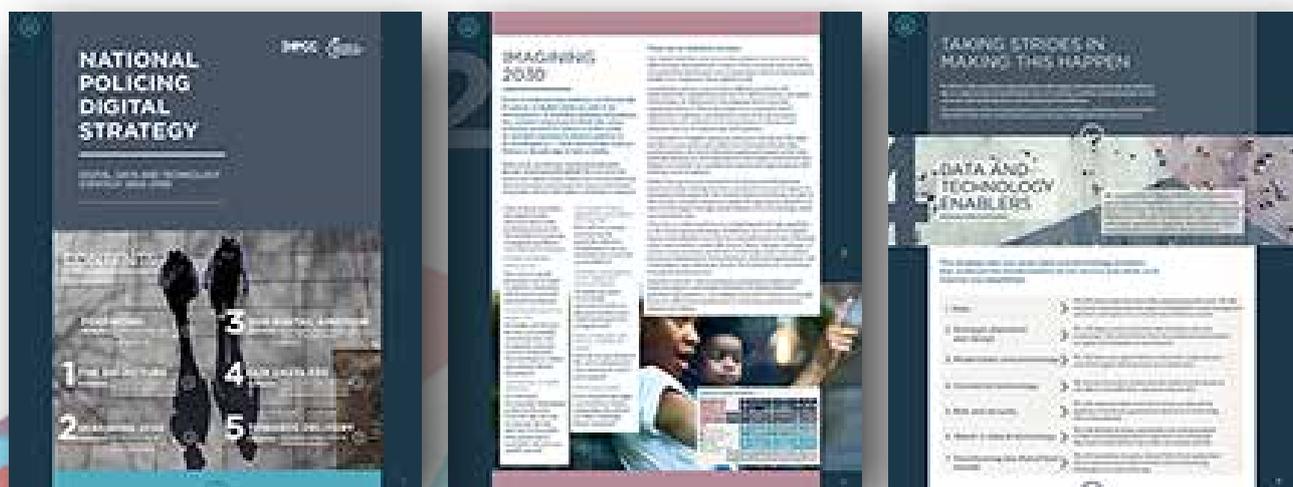
In 2020/21 we used our strong working relationships with Government Ministers, policing partners, and senior officials to feed into and influence the **Spending Review** by developing a robust business case for investment in policing. We produced our own data and unified narrative across the policing sector to inform the Home Office's submissions to HM Treasury. This helped to secure a well-received police funding settlement. We have sought commitments from Ministers for a comprehensive, multi-year settlement from 2022 and this has now been confirmed.

The Covid pandemic imposed significant additional costs on police forces. In response, the APCC successfully lobbied Government both for reimbursement of spend on Personal Protective Equipment (PPE), both medical and non-medical grade, and for £30 million of additional 'surge' funding to assist policing with the enforcement of Covid restrictions. We also ensured that Government was kept aware of and responded to the real costs of Covid to police forces.

But while Covid has brought new challenges, the APCC has continued to deliver on workstreams which commenced before the pandemic.

In February 2020, alongside the NPCC, we launched a *National Policing Digital Strategy 2020-2030* that set out a new digital ambition for the police service, and we have worked with our partners throughout 2020/21 to start to make a reality of our shared strategic priorities.

National Policing Digital Strategy 2020-2030:





For example, we helped to launch the new **Police Digital Service** (PDS), playing a leading role in transforming the former Police ICT Company into PDS, with PCCs playing a leading role on the new PDS Board. The PDS is bringing together experts in commercial services, technical assurance, data, digital transformation, and innovation, and will provide the delivery vehicle to drive the implementation of our National Policing Digital Strategy. As part of this work, we helped to secure Science, Technology, Analysis and Research (STAR) funding. The APCC engaged with the STAR funding programme, supporting three PCCs to sit on the STAR sub-board which allocated £8 million of funding in 2020/21, including to innovative projects led by PCCs. We also supported the appointment of the first National Policing Chief Scientific Advisor, Professor Paul Taylor, with the APCC chair sitting on the appointment Board for this important new post.

This year also saw the creation and development of **BlueLight Commercial**. Created in 2020, this new PCC-chaired commercial organisation is driving improvements in efficiency and productivity in policing by providing advice and assurance, promoting best practice. It is also influencing the market by bringing requirements together, maximising negotiating power, and mitigating risks of market failure. Early priorities have included fleet, estates, sustainability, and commissioning for social value.

The APCC has provided leadership on environment and sustainability. Following the launch of the Government's ten-point plan for a green industrial revolution in November, we established a new portfolio on environment and sustainability, and are now working closely with BlueLight Commercial and NPCC on an ambitious programme for policing with a focus on social value, the police fleet, and energy and estates.



Our Priorities

Excellence in Policing

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

Key achievements include:

The APCC played a key role in the *Independent Review of Serious and Organised Crime* (SOC). PCCs contributed to the review, working closely with **Sir Craig Mackay**. He advocated for enhancing regional and local policing, including bolstering the *Regional Organised Crime Units*.

The APCC lobbied, with others, for a strong focus on SOC in the **Government's Integrated Review of Security, Defence and Development in Foreign Policy**. This resulted in the identification of SOC as one of the key national security priorities for the next decade.

We have also taken a national lead on economic and cybercrime. With nearly 4 million fraud cases against adults reported to the *Crime Survey for England and Wales* in the previous year, we continued to support PCC engagement with *City of London Police* as the national lead force for economic and cybercrime. We hosted a national conference with the **West Midlands PCC**, launching a national action plan on fraud that will be taken forward by a new **PCC-led National Fraud Board in 2021/22**.

We have worked to shape and support the **Transforming Forensics Programme and the Forensics Capability Network** (FCN). The APCC has worked with PCCs to provide them with the confidence to sign the **Section 22A** agreement that will underpin the FCN, while the FCN has consulted PCCs on the development of its recently-published business strategy.

Significantly, the APCC also engaged with the Strategic Policing Requirement (SPR) review. The SPR is vitally important for PCCs, concerned as it is with the responsibilities of forces to tackle cross-boundary threats and to support PCCs in balancing national and local priorities. When a review was announced in 2020, we set up a **Working Group chaired by our SOC leads**, which was very effective in influencing the SPR discussion within Government, including through participation in the Home Office's advisory group.



4. Improving Public Accountability

Key achievements include:

This year has seen a great deal of change across the policing governance landscape, and the APCC has ensured it has been at the table around all significant developments.

We have ensured PCCs are effectively represented on the new **National Policing Board chaired by the Home Secretary, and the Strategic Change and Investment Board** and **Crime and Policing Performance Board chaired by the Policing Minister**. We have supported PCCs to ensure they can proactively contribute to these important forums to influence decisions and outcomes on behalf of the public.

This workstream has included influencing the Government's national crime and policing performance measures framework, as well as the future programme for **Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services** inspections, and plans for a new **Crime Lab**. Since the end of the financial year, the APCC has worked alongside NPCC to set up a new **Joint Projects Team** to help to co-ordinate and manage the policing sector's engagement with these governance arrangements, and so ensuring PCCs continue to have a central role going forward.

The APCC has also worked with PCCs to shape, develop and manage new police complaints systems, and supported *PCCs to give evidence to the Home Affairs Select Committee* on how they have made complaints systems more effective and open to the public.

Our Priorities

Championing Equality, Diversity and Inclusion in Policing and Criminal Justice

Key achievements include:

Responding to the murder of **George Floyd in the USA in May 2020** was one of the most significant events of the year. Whilst the tragic event happened thousands of miles away, emotion and frustration spread across the world and led to renewed calls for action to be taken to tackle race disparity in policing and criminal justice here in the UK.

We were determined to act, so established a **Race Disparity Working Group**, bringing key APCC portfolios together to develop our response to issues and concerns in relation to race disparity and disproportionality within policing and the wider criminal justice system.

The working group has since:

- Developed and implemented a wide-ranging **Action Plan** to address race disparity issues for policing.
- Worked with policing and local partners to develop and deliver a more diverse workforce - one that is representative of local communities.
- Produced a toolkit for PCCs and their offices to support good practice on Equality, Diversity and Inclusion (EDI) locally.
- Worked with PCCs and their offices by supporting them in delivering on their Equality Act responsibilities and helping them hold their forces to account on all EDI matters.
- Hosted learning and development sessions on equality, diversity and inclusion for PCCs, and the APCC staff team.

We also want to ensure that policing better reflects the communities we serve. We are working closely with Chief Constables, the Home Office and local partners to deliver a workforce that is more diverse and inclusive.

Our Priorities

Delivering a National Voice for PCCs on Behalf of the Public

Key achievements include:

We grew our media and public affairs output in 2020/21 to ensure PCCs' voices were heard in key national debates on subjects such as the Covid-19 pandemic, and following the tragic murders of George Floyd and Sarah Everard.

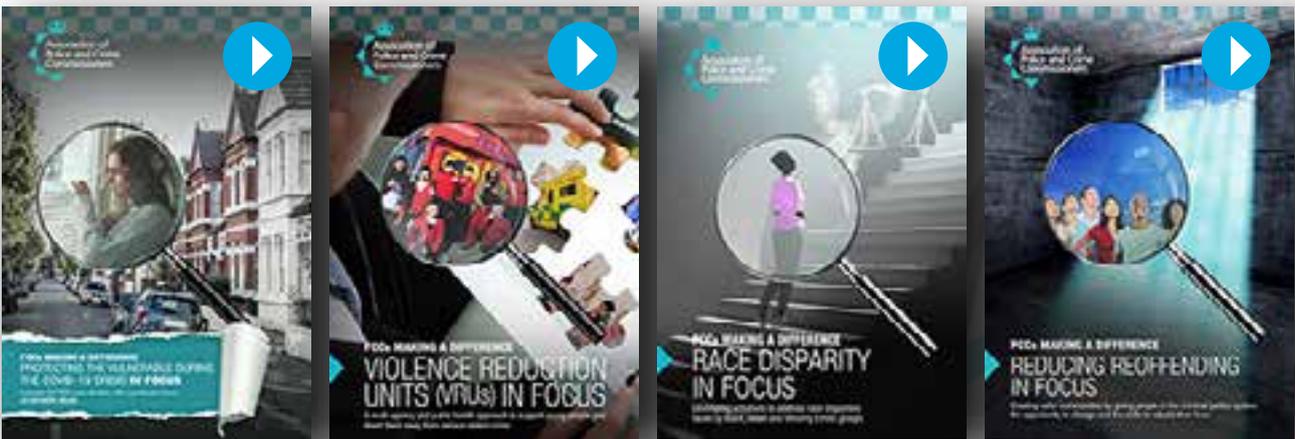
We have produced more than **100 proactive statements** on issues such as support for victims of domestic abuse during lockdown, the continuation of the PUP, and the launch of and recommendations from the PCC Review. We have achieved written coverage in all major broadsheet newspapers, and **facilitated PCC interviews with various broadcasters including BBC News, Sky News, and the new Times Radio station.**

Furthermore, we commissioned an external trainer to deliver online workshops for PCCs and their teams on improving their own down-the-line media interviews. Meanwhile our Communications and Public Affairs Networks **facilitated peer-led discussions** on subjects including crisis communications, precept consultation best practice, preparing for a new PCC, and the Parliamentary Legislative Process.

To be more agile and to improve our response to out-of-hours enquiries we established an on-call standby system. At the end of the financial year, we developed and augmented our APCC national media capability in order to further support our efforts in raising the profile of PCCs in the run-up to the elections; with early successes including a well-attended briefing for the **Crime Reporters' Association** which resulted in national media coverage.

As part of our **PCCsMakingADifference** campaign, we have continued to produce and circulate the impactful 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:



Our Priorities

Our **Public Affairs work** included collating responses from PCCs' teams around the **PCC Review** and producing a comprehensive and representative response on behalf of all members with a clear set of recommendations.

Oral evidence at select committees remains a key means of raising the profile of PCCs and influencing policy. The APCC has facilitated, briefed, and supported PCCs' appearances at several **select committee oral sessions**.

These include:

- **Lords Constitution Committee discussion on policing's enforcement of Covid-19 regulations** (Paddy Tipping)
- **Justice Committee debating the future of the probation service** (David Lloyd)
- **Home Affairs Select Committee discussing the PCCs' role in the complaints system** (Julia Mulligan, Sue Mountstevens, and Alun Michael)
- **Justice Committee debate on court capacity and Covid-19 backlogs** (David Lloyd)



Katy Bourne



David Lloyd



Alun Michael

There has also been a marked **increase in mentions of the role and work of individual PCCs in Written Answers, in debates in both Houses, and in Westminster Hall**. Our weekly **Public Affairs Bullet Report, Legislation Tracker**, and lists of oral questions assists our Public Affairs Network in engaging with Westminster on issues of interest.

The **APPG on Policing and Security**, to which the APCC provides the secretariat, moved online from October 2020 but continued to provide a further platform for Peers, MPs, and PCCs to debate topical issues. **Policing and Crime Minister Kit Malthouse** was a notable attendee at the session with **NPCC Chair Martin Hewitt**.



Kit Malthouse
Policing and Crime Minister



Martin Hewitt
NPCC Chair

Our Priorities

In addition we launched our own **Spotlight On...** series of events, with MPs, Peers and other stakeholders able to hear about and discuss the work of the APCC and PCCs more widely on topical issues. Events to date have looked at work to address race disparity, and support of victims of rape and sexual violence.

The APCC website has undergone a number of improvements – with a new **Our Work** section, **Elections page**, **Welsh language content**, and additional **videos** and graphics to keep the site looking fresh and visually-attractive.

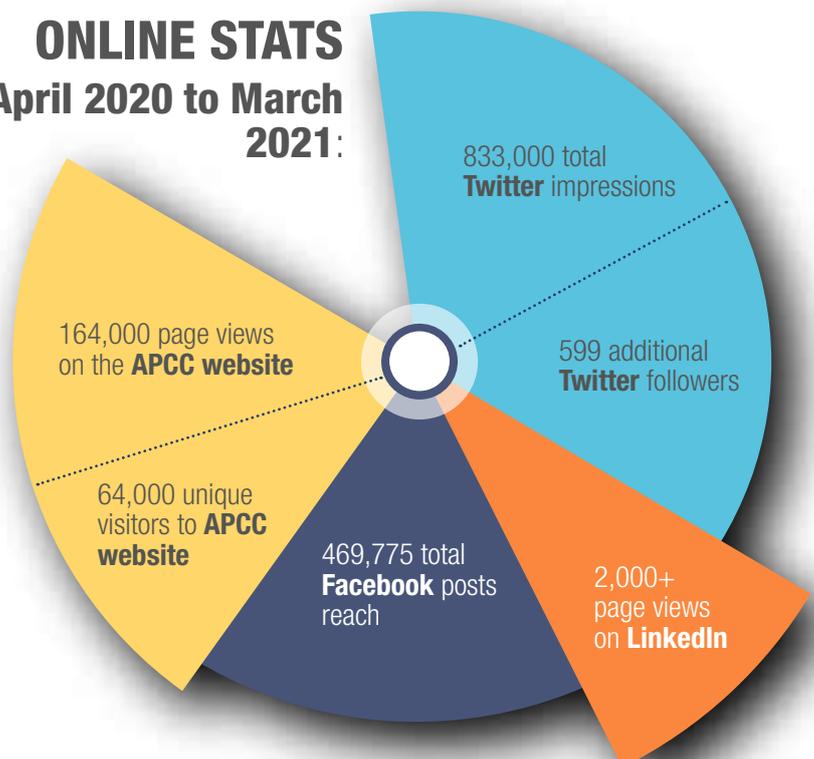
And a new high quality **stakeholder Bulletin** was launched in December, featuring monthly Think Pieces from APCC portfolio leads on topics including mental health, domestic abuse, and citizens in policing.



On **social media**, we produced a **pre-election toolkit** for PCCs' offices including graphics and a shorter version of the APCC-branded **You Have A Voice video**, aimed at increasing voter turnout. By investing in paid-for post boosts, this video reached more than **1 million Facebook users** before the elections on 6 May.

ONLINE STATS April 2020 to March 2021:

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.



Finance and Corporate Governance

APCC Board - Audited Accounts



Download - The APCC's audited accounts for the year ending 31 March 2021:

Directors of the Association 20/21:

Katy Bourne OBE, Police and Crime Commissioner for Sussex

Mark Burns-Williamson OBE, Police and Crime Commissioner for West Yorkshire

Simon Duckworth OBE, DL Member of the City of London Police Committee

Roger Hirst, Police, Fire and Crime Commissioner for Essex

Arfon Jones, Police and Crime Commissioner for North Wales

Martin Surl, Police and Crime Commissioner for Gloucestershire

Paddy Tipping, Police and Crime Commissioner for Nottinghamshire

Current 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

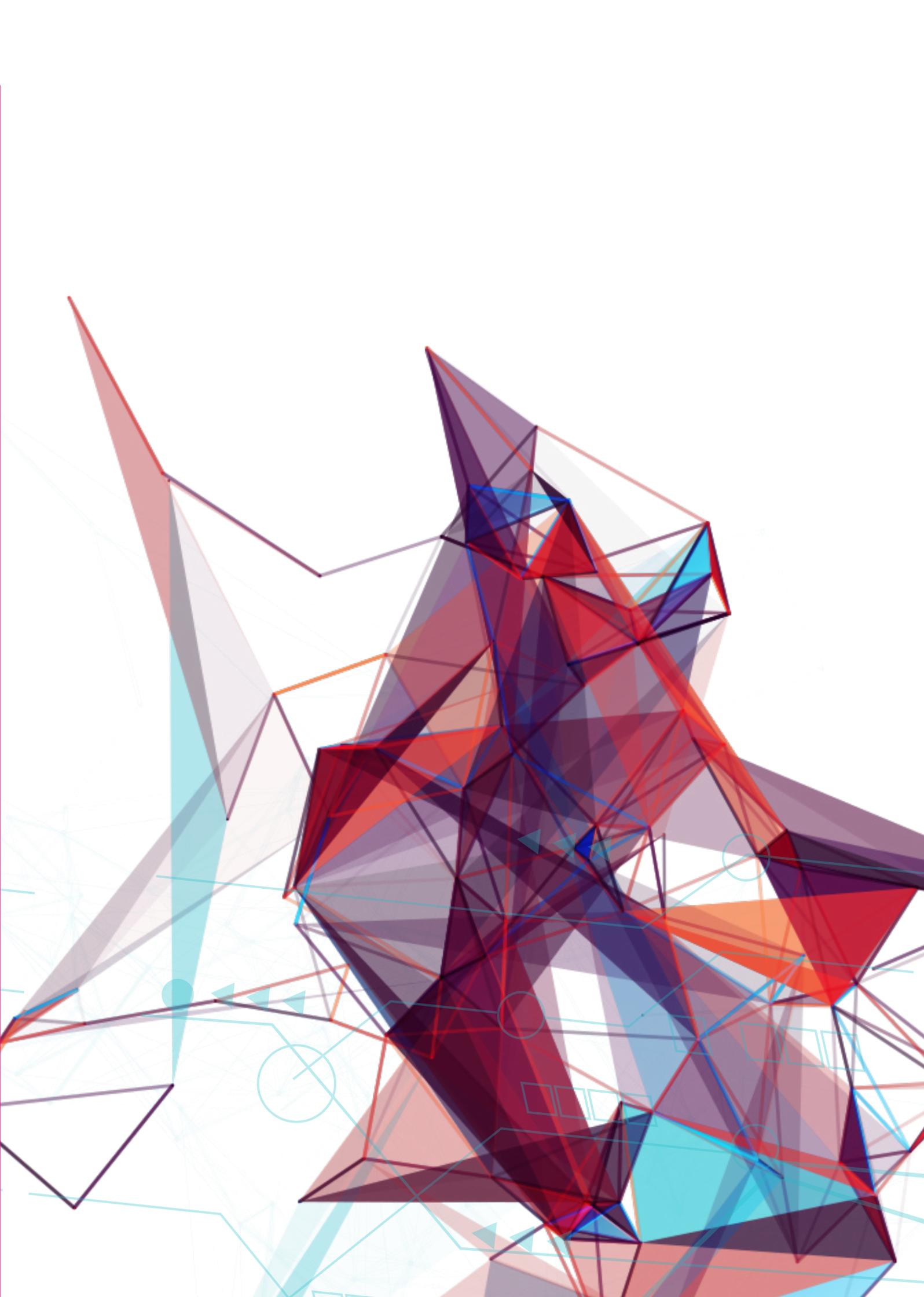
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Association of Police and Crime Commissioners
2020/21 Year Review

