



▶ LGA Event – Police and Crime Panels

**Susannah Hancock**

**Chief Executive, APCC**

**[Susannah.Hancock@apccs.police.uk](mailto:Susannah.Hancock@apccs.police.uk)**

---

# Introduction

---



- Thank you for inviting me – really pleased to be here today
  - I have been asked to give an APCC view, so hope to cover:
    - The key priorities/plans of APCC
    - Constructive working between panels and PCCs
    - The new panel guidance
    - Regional working
  - And plenty of time for questions
-

# APCC Plan on a Page

Association of Police and Crime Commissioners (APCC) Business Plan 2018 - 2020



Item 2: Annex B

## Who we are:

*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 priority areas:

### 1. Funding, efficiency and transformation

- Secure the best possible funding and resources for policing.
- Support the delivery of local police and crime plans.
- Deliver the Policing Vision 2025.
- Improve efficiency, effectiveness and productivity across policing and the wider CJ system.

### 2. Developing the role of Commissioners

- Expand and strengthen the role of Commissioners into:*
- Local criminal justice services devolution.
  - Devolution of funding for victims and witness services.
  - Emergency services collaboration
  - Commissioners' role in police complaints system.

### 3. Communicating and engaging

- Build and maintain a strong national profile.*
- Proactively engage with the media, key stakeholders and national influencers.*
- Deliver a range of events and campaigns to influence and set the agenda.*

### 4. Sharing knowledge and good practice

- Share learning and ideas across Commissioners and their teams through the delivery of an APCC Knowledge Hub.*
- Working with APACE and PACCTs develop knowledge and capability networks across OPCCs and APCC.*

### 5. Delivering a national policy portfolio structure

- Deliver a programme of national portfolios and networks addressing key strategic areas of policing, criminal justice and wider community safety to drive change and deliver results.*

## Delivery enablers:

### Enabler 1: Capacity and Capability

Ensure the APCC has the capacity and capability to deliver the business plan:

- Working with Commissioners and APCC staff, deliver agreed organisational change.
- Work with APACE and PACCTs to deploy expertise and resource across the APCC and OPCCs to support Commissioners.

### Enabler 2: Setting the agenda - a strong policy and portfolio function

Support a strong National Policy Portfolio structure that allows Commissioners to set the agenda and drive change at the national level and to assist with their local policing priorities.

### Enabler 3: Planning, horizon scanning & managing risk

Horizon scan across the policing and Criminal Justice landscape to identify emerging issues, trends and innovation to inform strategic planning.

Identify and manage key strategic risks, working effectively with partners to mitigate them.

### Enabler 4: Good governance

Ensure the APCC structures support transparency, good governance and effective decision taking on national / strategic issues.

Ensure information is shared widely and openly across Commissioners and their offices.

# Policing Protocol



- ▶ “The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC’s exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC’s functions”
- ▶ Difficult relationships are a source of frustration to PCCs – and probably the panels as well. Have you had experience over overcoming a difficult relationship – if so, how?
- ▶ The relationship between PCCs and panels is usually most constructive where there are local protocols expanding on how the relationship will work.
- ▶ Do you have a local protocol – how well is it working?

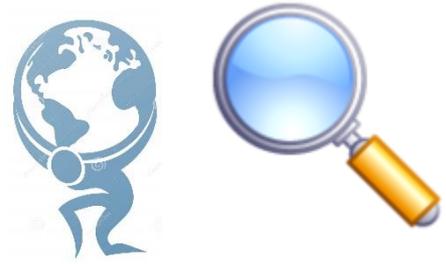
# New Panels Guidance

---



- ▶ Pleased to be given opportunity to comment on new panels guidance. Generally a good document.
  - ▶ Some points to discuss:
    - ▶ What are the key features of an effective working relationship between PCCs and panels (P25)?
    - ▶ Do you undertake proactive scrutiny – what does this involve (P21)
    - ▶ Do you have experience of handling complaints against PCCs (P18-21) – how could this be improved?
-

# Support as well as Scrutiny



- ▶ Supporting the PCC is also a key function of panels in carrying out their duties. What have you found particularly effective here?
- ▶ Some examples we know about:
  - ▶ Panel members identified existing community meetings, groups and issues for PCCs to meet and help fulfil his promise to visit communities in every town and village in his area
  - ▶ A PCP member with expertise in young people acted in a critical friend role to provide constructive feedback to the PCC on youth engagement
  - ▶ The panel formed an experienced sub-group to work with the OPCC and force to develop an alternative suite of performance indicators that did not drive perverse crime recording outcomes

# Regional Scrutiny

---



- ▶ More and more police, CJS and community safety work is being done through collaboration to improve efficiency
  - ▶ HO provided some advice on what is in scope in this context:
    - ▶ Panel remits only extend to their own PCCs;
    - ▶ Information on collaboration should come from their OPCC (not another OPCC/panel)
    - ▶ Panels can't delegate scrutiny of their PCC to another PCP
  - ▶ Do you scrutinise collaborations – what challenges and successes have you achieved?
-

# And Finally...

---



- ▶ Work with panels is getting better and more professional.
  - ▶ We know that resourcing is an issue and panels do not have all the support they would like.
  - ▶ Your main strength is in your ability to bring in and engage with other local partners/councils.
  - ▶ The next PCC election is next May (2020) – you might want to start thinking how you will engage with him or her.
  - ▶ Working to influence this guidance has been a helpful for us and we aim to build a stronger relationship with LGA and National Association of Police, Fire and Crime Panels in future
-