



## **Association of Policing and Crime Chief Executives (APAC²E)**

### **Briefing Note for PCC Induction 2021: The Role of APAC²E**

#### **1. Foreword from Chair of APAC²E**

I would like to congratulate you on being elected (or re-elected) as a Police and Crime Commissioner (PCC), or as a Police, Fire and Crime Commissioner, or elected Mayor.

The role of a PCC is a complex one, with many and varied responsibilities and statutory duties. The PCC's policing governance role encompasses "the totality of policing" and PCCs operate within a multifaceted and ever-changing landscape. The PCC's wider duties (victim services, community safety, criminal justice system, violence reduction, fire governance) are also complex. There is an expectation and emphasis on PCCs to become both local and national policing leaders.

Multiple national responsibilities rest on PCCs, for example, the Strategic Policing Requirement (SPR), national collaborations, mutual aid etc. These responsibilities are jointly borne through the Office of Police and Crime Commissioner (OPCC). PCCs will expect to be supported in their national roles and their OPCC will be structured and resourced accordingly. OPCC senior staff will need to support national activity in addition to local work streams.

To support PCCs in delivering their manifesto priorities, the Police Reform and Social Responsibility Act 2011 requires two statutory roles in every PCC's office – the Chief Executive and Monitoring Officer/Head of Paid Service and the Chief Finance Officer/Treasurer. The Chief Executive is one of the PCC's main advisers, central to a PCC delivering change and improvement.

The Association of Policing and Crime Chief Executives (APAC²E) supports Chief Executives to enable them to provide this high quality support and advice to their PCCs. As a national association, APAC²E provides Chief Executives with the opportunity to engage in national forums, which in turn helps them deliver their statutory functions, and better support their PCCs to succeed in their role and deliver their manifesto priorities. APAC²E brings together the considerable collective skills, knowledge and experience of Chief Executives from around the country, to develop advice and guidance on a wide range of issues. Through the development of policy networks APAC²E is able to coordinate OPCC efforts as well as provide development opportunities for OPCC staff, further enhancing the support available to PCCs. APAC²E has a key role in sharing good practice across OPCCs. Recent achievements are listed in section 4 below.

The Chief Executive will enable the delivery of the PCC or Mayor's objectives and will give you the confidence that your team is committed to achieving your goals. APAC²E helps Chief Executives see the risks and issues that can affect their PCC and to ensure that the team which supports you is efficient, effective, and ready for emerging issues.

Over the years APAC²E has developed its relationship and strong standing with the APCC and national partners including the Home Office, Ministry of Justice, NPCC, the College of Policing,



the IOPC, and others. As Chief Executives are apolitical they are unable to provide a PCC perspective of issues, which is the remit of the APCC. The integrity of the role of Chief Executive and Monitoring Officer is critical to our ability to fulfil that role, and our purpose is to share our knowledge and experience on a broad range of relevant issues. Through this impartial approach we are able to advise our respective PCCs on specific areas of interest and assist in the formulation and delivery of strategy and scrutiny of particular policy areas.

APAC²E continues to work very closely with the APCC policy officers. Each of the APAC²E networks has an APCC representative on board to prevent any duplication of effort. The two respective organisations cooperate whilst respecting and valuing our different roles.

Having worked as a senior leader in police governance for over ten years I have seen the positive contribution APAC²E has made during a time of unprecedented change. I hope that as you work through your term in office you will also see the value APAC²E brings to you and your OPCC.

**Angela Harrison**

Chair of APAC²E

Chief Executive, Lancashire OPCC

**2. Introduction to APAC²E**

APAC²E is the Association of Policing and Crime Chief Executives. The APAC²E membership is made up of Chief Executives from all 41 OPCCs in England and Wales, in addition to the Mayor's Office for Policing and Crime (MOPAC), the Mayor's Office for the Greater Manchester Combined Authority (GMCA), the City of London Police Authority, the British Transport Police Authority, the Jersey Police Authority, the Ireland Policing Authority and the Northern Ireland Policing Board.

In supporting PCCs and Mayors, APAC²E works alongside the APCC and the Police and Crime Commissioner Treasurers' Society (PACCTS). The APCC as a body works with PCCs and Mayors in developing and representing national PCC policy positions. APAC²E leads on clarifying and disseminating advice and expertise around legal, governance and technical issues, and PACCTS leads on financial advice. These three autonomous organisations work as a team to provide a comprehensive range of support to PCCs and Mayors and to strengthen their policy positions, locally and nationally.

**2.1 Introduction to Chief Executives**

Under the Police Reform and Social Responsibility Act 2011, every PCC must have a Chief Executive in post who will support and advise the PCC and assist in the discharge of all their statutory duties. The Chief Executive occupies a critical statutory position in the OPCC. They have responsibility for ensuring the effective implementation of the PCC's strategy and effective use of the PCC's resources, compliance with the full range of statutory duties and responsibilities, and the setting and maintenance of high standards of conduct in accordance with the Nolan principles.



Chief Executives are designated as the Monitoring Officer, with a remit to identify any contravention of law, maladministration or injustice. The PCC's Chief Executive also fulfils the statutory function of the Head of Paid Service, and so runs the PCC's Office (the OPCC) and leads the PCC's staff. The post of Chief Executive is politically restricted and the post holder must be appointed on merit.

In supporting the PCC to fulfil their responsibilities, the Chief Executive will demonstrate confident leadership. They will build and maintain effective working relationships with the Chief Constable and other senior figures in the local force, along with leaders within other emergency services, local authorities, the criminal justice system, the health sector, and a range of other local, regional and national partners.

The Chief Executive will typically work closely with the PCC, the Chief Constable, the Chief Finance Officers in the OPCC and force, and with other senior managers to ensure delivery of the PCC's vision, strategy and priorities. The Chief Executive will also ensure rigorous scrutiny of the police force's activities in support of the PCC's statutory duty to hold the Chief Constable to account. The Chief Executive also ensures the effective strategic and operational leadership of the OPCC.

Chief Executives are therefore an integral part of the policing landscape and PCC governance and statutory duties of PCCs and their statutory officers. They also help to share best practice nationally in what can be a complex set of constitutional and legal arrangements.

### **3. Objectives**

The objectives of the Association are to:

- 1) Provide a network of support for Chief Executives and other staff within the offices of Police and Crime Commissioners, enabling collective problem solving, sharing of best practice, representation, and a forum for debate;
- 2) Provide professional, technical, and procedural advice and support on governance and policy matters affecting; but not limited to:
  - i. policing and fire and rescue services,
  - ii. community safety, and
  - iii. the criminal justice system

to Police and Crime Commissioners individually and collectively, OPCCs, the Association of Police and Crime Commissioners (APCC), the Police and Crime Commissioner Treasurers' Society (PACCTS), the National Police Chiefs Council (NPCC), Home Office, the Ministry of Justice and others;

- 3) Facilitate professional and career development opportunities to:
  - i. support Chief Executives to fulfil their statutory roles of Head of Paid Service and Monitoring Officer; and
  - ii. build capacity within office teams to ensure that they are able to meet current and future challenges and staff can progress.

In carrying out these objectives, the Association works in partnership constructively with other organisations.



## **4. Relevant Achievements**

### **4.1 Supporting Police and Crime Commissioners**

In supporting PCCs, APAC²E continues to deliver multiple work streams:

- APAC²E conducted a review of national collaboration agreements and produced with the APCC, a national collaboration template and guidance for use in future national collaboration agreements, thus reducing the number of times that PCCs are asked to sign amended agreements
- APAC²E contributes expertise and presenters to the APCC PCC Induction Event
- APAC²E contributes ongoing technical advice to the Spending Review
- APAC²E assisted the APCC work with the NPCC on improving the chief constable removal protocol
- APAC²E facilitated learning exchanges on issues of significance to PCCs, including:
  - i. Hampshire OPCC's GDPR audit by the Information Commissioners Office;
  - ii. Kent OPCCs advice on pension forfeiture; and
  - iii. general advice pertaining to Legally Qualified Chairs
- APAC²E provided valuable input to a range of national consultations and reviews including:
  - i. The Home Office PCC Review
  - ii. Enabling Police and Crime Commissioners to sit and vote on Combined Fire and Rescue Authorities (Home Office consultation)
  - iii. Revised guidance for police and crime panels (LGA/Centre for Public Scrutiny consultation)
  - iv. Chief Constable preparation, selection, tenure and retirement in the 'New Landscape of Policing' (NPCC consultation)
- APAC²E supported APCC in successfully lobbying Government to increase the role of PCCs in criminal justice in general, and in Probation services in particular.
- APAC²E has set up various task and finish groups to utilise learning in areas of interest to PCCs, such as devolution / the Mayoral role, and the Information Commissioner's OPCC Project Overview Report

### **4.2 Professional Development**

To support Chief Executives to deliver their best in the role, APAC²E has developed a Chief Executive Induction Programme, providing in-depth training for new Chief Executives, cultivating their expertise in all the strategic areas of OPCC business. APAC²E has also delivered other development events for Chief Executives and senior OPCC staff over recent years, including:

- Leadership Development training
- Monitoring Officer training
- Training and networking events for OPCC Commissioning Managers working in partnership with the Public Service Transformation Academy

Chief Executives and the team in the OPCC are key to the PCC achieving their goals and their skills, knowledge, capability and capacity are a key resource. Supporting their training and professional development gives the PCC access to a growing resource that will help delivery of PCC objectives. APAC²E is working with Chief Executives on areas of professional development,



to deliver improved approaches to training, development and progression for Chief Executives and their teams.

#### **4.3 Knowledge Sharing and networking**

- APAC²E holds an annual joint seminar with the Police and Crime Commissioners Treasurers' Society (PACCTS) focussed on delivering change for PCCs. The seminar facilitates problem solving around commissioning for outcomes, reforming criminal justice and re-offending, and funding benefits realization. It also features national forward planning and horizon scanning with input from key national speakers including the Home Office, APCC, MoJ and NPCC
- APAC²E delivers regular updates to its members enabling them to update their PCCs:
  - i. highlighting new legislation
  - ii. flagging relevant new consultations and co-ordinating responses where appropriate
  - iii. monitoring the progress of relevant Bills through Parliament
  - iv. facilitating strategic and time critical knowledge exchange around other topical issues

#### **5. APAC²E Support to OPCCs**

APAC²E established eight networks which are delivering the following benefits:

- opportunities for networking and national involvement for people below the level of Chief Executive;
- ongoing national work to which OPCC staff who have particular expertise and experience in specific areas could usefully contribute
- pooling OPCC capacity and capability in a structured way to solve national issues;
- better dissemination of information, identifying what matters, and having confidence that someone with the right skills and interest is dealing with it;
- managing national work affecting us all using an established process rather than on an ad hoc basis e.g. collaboration agreements; and
- facilitating opportunities for professional development amongst OPCC staff

APAC²E created the following networks: Commissioning, Communications and Engagement, Complaints and Casework, Criminal Justice, Fire and Rescue, Governance and Legal, Learning and Development, Strategy and Performance. Each network has an APCC Officer link member and together the networks are helping to:

- deliver the association's objectives
- grow capacity across the service as a whole
- enable effective sharing of best practice
- support the APCC policy making and influencing processes
- improve links and joint working with partner organisations
- engage in national work on behalf of all PCCs where required

Chief Executives support their PCCs to work in the way that fits their objectives and local circumstances. At the same time, many Mayors and PCCs face similar issues and challenges. APAC²E creates a forum where innovation and good practice can be shared, so others can see a



PCC's approach and learn from it, and also good ideas from elsewhere can be more widely adopted. APAC²E helps your Chief Executive learn from the risks and problems that have emerged across the country helping a PCC to manage areas of risk locally.

APAC²E also has an ongoing arrangement with the Chartered Management Institute (CMI) to obtain membership benefits for Chief Executives and senior OPCC staff, facilitating their continuing professional development, enabling them to better support their PCCs.

APAC²E has the agility and ability to form dynamic task and finish groups, in response to known and emerging issues e.g. in response to the ICO Report.

## **6. Guidance**

APAC²E has produced, or is currently producing, a portfolio of guidance for Chief Executives and OPCCs on a range of topics important to PCCs, which includes:

- a. Police and Crime Plans
- b. FRS Business Case Guidance and a suite of model template documents for use in future fire governance changes
- c. PCC Election Guidance
- d. Holding to Account toolkit
- e. Guide to Commissioning
- f. Model Corporate Governance Framework
- g. APAC²E Statement on the Role of Chief Executive and Monitoring Officer
- h. General Data Protection Regulations guidance (with Sheffield Hallam University)
- i. Handbook for Legally Qualified Chairs

## **7. Strategic Direction**

APAC²E will, within its modest budget, continue to deliver its stated objectives to support PCCs over their term in office. The meeting agendas will, where possible, follow thematic issues linking to APCC agendas. APAC²E will continue to support and enable PCCs to deliver their local priorities and national objectives.

## **8. Conclusion**

APAC²E provides a national capability for the development and professional support of Chief Executives in the best interests of PCCs and their offices. The Association operates within a very lean budget. APAC²E has no team of staff, nor a central office. However, the lack of overheads and minimal bureaucracy is advantageous, enabling the Association to be nimble and pro-active and to provide Chief Executives with timely advice, critical information and useful guidance. This in turn enables Chief Executives to better support their PCCs to deliver their local priorities.