



## Engaging with your local policing bodies

A briefing to help Friends who wish to engage with their Police and Crime Commissioners in England and Wales and with the Police Authority in Scotland.

Police and Crime Commissioners (PCCs) are democratically elected, salaried, public servants responsible for policing and community safety in their local area. In 2012 they replaced local Police Authorities in England and Wales.

The first Police and Crime Commissioners were elected in November 2012 for a four year term. Creating this new elected post is intended to make the function more accountable to the public.

Democratic accountability means that the public should be involved in debate about the provision of services. Collectively Police and Crime Commissioners also represent the way in which policing develops in England and Wales.

Under new legislation proposed in 2016 Police and Crime Commissioners in England will also be required to work more closely with the local fire and rescue services. In some cases they will be able to take over the responsibility for both those services. The Westminster government is also exploring how Police and Crime Commissioners could be more involved in the wider criminal justice system.

Since 2012 policing in London is overseen by the Mayor's Office for Policing and Crime and a Deputy Mayor for Policing and Crime who has most of the powers and duties of a Police and Crime Commissioner.

From May 2017 Greater Manchester's elected mayor will take on the responsibilities of Police and Crime Commissioner for the area. Meanwhile they are being carried by the interim Mayor, appointed in 2015.

Since April 2013 policing in Scotland is overseen by a single Scottish Police Authority appointed by, and accountable to, the Scottish Government.

This briefing offers some background information about the people and structures overseeing our police forces in Britain and suggests some issues you might want to raise with yours.

## Key responsibilities of Police and Crime Commissioners are to:

- Set the police and crime objectives for their area through a police and crime plan.
- Appoint the chief constable, hold them to account for running the force and meeting the plan, and if necessary dismiss them.
- Work collaboratively with the chief constable (and with other local services such as fire and ambulance, other local agencies, and with other police forces as appropriate).
- Set the police force budget and the local council tax element (precept) for policing.
- Directly commission local services for crime and disorder reduction, and victim services.
- Contribute to the national and international policing capabilities set out by the Home Secretary.
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up.

## Accountability: publishing information

Being an elected post is intended to make the Police and Crime Commissioner (PCC) more accountable to the public. PCCs must publish information about themselves, their plans, and what they are doing. They must do this in an “easily accessible format which is understandable by the general public”.

PCCs are required to provide information in the following six areas:

- Who the PCC is and what they do – and how to get in touch with them.
- What the PCC spends and how they spend it – including all policing expenditure, expenses claimed, money allocated to the Chief Constable, and ‘crime and disorder reduction grants’.
- What the PCC’s priorities are and how they are being met – which must include publishing a five year police and crime plan, and annual reports on that plan.
- How the PCC makes, records and publishes their decisions – including details of public meetings held, minutes of non-public meetings where matters of significant public interest are discussed, and a record of decisions of significant public interest.
- What policies and procedures govern the operation of the office of the PCC – including explanations of delegated powers, the standards expected of the office of the PCC and their staff, and what to do if there are concerns about this.
- Register of interests – to make clear to the public where, if any, conflicts of interest or other issues exist.

A PCC’s website should also carry information that might provide interesting comparisons such as: political affiliation as an election candidate, salary, whether they have any other employment or business, and whether they have appointed a deputy.

Even newly elected PCCs should be able to produce at least some indication of their priorities and plans in relation to meeting the responsibilities of a Police and Crime Commissioner.

## Accountability: engaging with the public

A PCC must be representative of, and accountable to, to their local area. Public engagement, including with young people, is an important part of achieving this. PCCs are required to inform, consult and engage with communities to “ensure that local people have an effective, independent voice for their communities”. They are using a wide variety of ways to do this, which should be described on their websites. *The Home Affairs Committee report of March 2016 [‘Police and Crime Commissioners: here to stay’] recommends all PCCs elected in May putting the highest priority on engaging with their electorates to ensure that the increased public accountability which PCCs represent continues to be strengthened.*

### Questions you might like to ask

The Police and Crime Commissioners contacted by Crime, Community and Justice Subcommittee members say that frequently asked questions include:

- Budget and resource issues, such as the closure of police stations or funding for community crime reduction projects.
- Local concerns such as community policing, speeding, parking, travellers, alcohol & drug abuse, anti-social behavior, racial harassment.
- Wider concerns such as domestic and sexual abuse, child sexual exploitation, human trafficking, female genital mutilation, forced marriage, etc.
- Criminal justice issues such as victim support, witness care, restorative justice.
- National issues such as changes to the probation services and prison overcrowding.

You will have questions of your own, perhaps arising from concerns and experience, the local situation, and reading the Police and Crime Plan. Here are just a few suggestions:

- How do you liaise with the police force in meeting the expectations of your community about safety, responses to crime, and crime prevention? Which of these is your priority?
- How do you see your responsibility for working within the criminal justice system (courts, prison, and probation)? Where does this fit in the wider context of social services and working with all the statutory bodies in the area?
- Local mediation services can have a preventive role by helping people to resolve disputes before they become entrenched, and can also provide trained and supervised volunteer facilitators to conduct restorative meetings between victims and offenders. What provision are you making to fund this service in your area?
- What plans do you have for funding restorative justice, ensuring good practice in its use, and making it available to victims and offenders who could benefit by it?
- How do you balance the need to maintain long-term services to the community with responding to crimes that may come unexpectedly to the fore?
- How do you view the pros and cons of policing functions being provided by the public or private sector?
- What is your view of the recommendations in the Home Affairs Committee report of March 2016? [*These are in blue italic text in this briefing.*]

## Background information and explanations

### Police and Crime Commissioner oath

- PCCs are required to swear an oath of impartiality when they are elected to office. The oath is designed so that PCCs can set out publicly their commitment to tackling their new role with integrity. It reflects the commitment police officers make to serve every member of the public impartially and makes clear that they are there to serve the people, not a political party or any one section of their electorate.

### Register of interests

- PCCs should publish a full register of interests for themselves and their deputy, including other paid positions and a register of gifts & hospitality to any member of the office of the PCC. The Home Affairs Committee produced their own first version in May 2013 showing salary, weekly hours, other roles, and staff [Police and Crime Commissioners: register of interests]. There should also be a full list of Freedom of Information disclosures. *The Home Affairs Committee report of March 2016 recommends that there be a national register of PCCs interests to provide regular comparisons and transparency.*

### Monitoring: police and crime panels

- Along with accountability to the public, each PCC is monitored by a Police and Crime Panel [PCP]. They scrutinise the actions and decisions of commissioners, particularly relating to the police and crime plan and the annual report. PCPs are funded through an annual budget from the Home Office. It is important that this arrangement operates effectively. *The Home Affairs Committee report of March 2016 recommends that meetings between PCCs and panels should take place more frequently than at present, and at least every two months.*
- Complaints made against commissioners and deputies will initially be dealt with by the PCP. Where the complaints are non-criminal the PCP is responsible for handling and informally resolving them. Matters alleging criminality will be referred to the Independent Police Complaints Commission.

### Police and Crime Commissioner staffing and salaries

- PCCs receive a salary on a scale of £60,000 to £100,000 as recommended by the Senior Salaries Review Board.
- PCCs are legally required to employ a chief executive and a chief financial officer. They are allowed to appoint a deputy and other staff as appropriate.

### Police and crime plans

- PCCs are legally required to publish a police and crime plan. Each PCC produces a different plan, determined by their own specific priorities. It must set out priority objectives for local policing, the budget and other resources, and performance measures.
- Before issuing the police and crime plan (and any subsequent variation) the PCC must consult their chief constable, must send the draft to their police and crime panel, and should have consulted with local people before setting the priorities.

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- Current plans run from 2013 to 2017 (despite having PCC elections in May 2016). The plan should be kept under review and can be varied as circumstances change
- Annual reports should contain information that helps the public assess how well the commissioner is achieving the objectives in the plan, using the resources, and holding the chief constable to account for the operation of the police force.
- Because the details are published on individual PCC websites it is difficult to compare costs. *The Home Affairs Committee report of March 2016 recommends the publication of a table which sets out each PCC's budget and costs on an annual basis, under the same expenditure headings, so that the public can compare their PCC's performance against others.*

### Operational policing

- PCCs are responsible for setting the strategic policing plan but the chief constable remains responsible for how it is delivered: 'operational policing'. Chief constables are also likely to have operational priorities of their own. The planning and delivery of operational policing may be over a longer period than the PCC's four year term.
- Operational policing has a significant effect upon local communities. It is often operational policing that gives rise to local concerns. Such concerns need to be expressed through direct police force consultations. These will vary from area to area but will exist in some form everywhere.

### Chief constables of police

- Are appointed (and can be suspended and dismissed) by the PCC for their area, but remain answerable to the courts and the law for how police powers are used, not to the PCC. A PCC cannot tell a police constable of any rank how to use their police powers. It is enshrined in law that chief constables are operationally independent of PCCs.
- Have the power to appoint all the officers and staff in their force, working closely with the PCC in the case of senior officers (but the PCC is the employer for all police civilian staff).
- Must collaborate with the PCC, with other public services, and with other police forces where it is in the interests of efficiency and effectiveness.
- Are accountable to the PCC for the day-to-day financial management of the force, meeting the strategic policing priorities and objectives as set out by the PCC in the police and crime plan, and how the force meets its responsibilities for national operations and emergencies.

### Police force budget

- One of the key functions of the PCC is to set the annual police force budget and the local council tax element for policing costs. They are responsible for the costs of policing in their area, including employing the police officers.
- The budgets have to be set within the overall police grant provided by the government. This is, of course, affected by government cuts to public expenditure as part of the overall financial policy. PCCs are not under direct ministerial control which means that the cost of each police force will vary depending on size, spending decisions and other factors.

## Working collaboratively

- HM Chief Inspector of Constabulary recently expressed concerns that some chief constables were “not doing enough to work collaboratively, adopt consistent standards of leadership and behaviour, and share best practice”. *The Home Affairs Committee report of March 2016 recommends that in the second four year term PCCs should prioritise working together collectively, as well as with their chief officers, to improve policing, to a much greater extent than has so far happened.*

## Police performance

- Her Majesty’s Inspectorate of Constabulary (HMIC) independently assesses monitors and reports on forces and policing activity with the aim of encouraging improvement. Their Police Efficiency, Effectiveness and Legitimacy (PEEL) reports are provided for parliament and PCCs. *The Home Affairs Committee report of March 2016 welcomes a new requirement that PCCs respond to these reports within 56 days and address each of the recommendations.*
- The Independent Police Complaints Commission (IPCC) oversees the police complaints system in England & Wales and sets the standards by which the police should handle complaints. Police forces deal with the majority of complaints against police officers and police staff. IPCC considers appeals from people who are dissatisfied with the way a police force has dealt with their complaint.
- The government proposes enabling PCCs to take on new responsibilities and functions within the police complaints system. *The Home Affairs Committee report of March 2016 welcomes the proposals, and intended shortly to begin an inquiry including scrutiny of PCC’s capacity to carry out that new role, such as whether they will need additional resources and support to do it effectively.*

## Further development of the PCC role

- The Policing and Crime Bill, put before Parliament in the House of Commons in February 2016, contains proposals to extend the role of the PCC, including responsibility for the local fire and rescue services.
- The Home Secretary is exploring what role PCCs could play in the wider criminal justice system such as youth justice, probation and court services. *The Home Affairs Committee report of March 2016 recommends that the priority for elected commissioners in their second term should be consolidating their profile in their local communities, and building the efficiency and effectiveness of their police force.*

You might like to look at different Police and Crime Commissioner websites to see if there other ways of communicating with the public you might like to suggest to your own PCC – and, of course, offer your own ideas.



## Police and Crime Commissioner Elections in 2016

Elections for Police and Crime Commissioners for 40 out of the 42 police forces in England and Wales were held on 5 May 2016. The exceptions were Greater Manchester and London (see pages 7-9).

- Some of the candidates had already served as a PCC; others were standing for election to this post for the first time.
- Of 27 PCCs standing again, 20 were re-elected.
- Turnout for the 2016 elections was 25.2%; in 2012 it was 15.1%. The increase could be due to the votes coinciding with a 'political' polling day.
- Of 12 Independent PCCs, six ran for re-election, but only three were successful. No new Independents were elected.
- Conservative candidates won seven of the previously Independent posts.
- In Wales, Plaid Cymru had their first PCCs, in North Wales and Dyfed Powys.
- In 2012 six PCCs were women; in 2016 this increased to seven. Five of the seven were standing for re-election.
- Including Sadiq Khan (*technically PCC for London, but see page 8*), only two PCCs are from BAME backgrounds and none is now known to be LGBT.

### Number of PCCs by party excluding London and Greater Manchester

Party	2016	2012
Conservative (Con)	20	16
Labour (Lab)	15	12
Independent (Ind)	3	12
Plaid Cymru (PC)	2	0

[Election information provided by Criminal Justice Alliance]

- The full list of Police and Crime Commissioners elected in May 2016 and their websites is in the Appendix at the end of this briefing.

## Police and Crime Commissioner for Greater Manchester

Greater Manchester is a 'devolved' city-region. As part of the 2014 devolution agreement, Greater Manchester will get a new mayor, to be elected by all the region's voters on 4 May 2017. The role of PCC will become part of the responsibilities of this directly elected Mayor, so no election for a PCC for Greater Manchester was held in 2016. Meanwhile, the Interim Mayor and Police and Crime Commissioner is Tony Lloyd, appointed in May 2015.

- More information about the role of PCC for Greater Manchester is available at [www.gmpcc.org.uk/about/who-we-are/the-police-and-crime-commissioner/](http://www.gmpcc.org.uk/about/who-we-are/the-police-and-crime-commissioner/)

## Policing in London

The Metropolitan Police Authority for London was replaced in January 2012 by the Mayor's Office for Policing and Crime. This is equivalent to the Police and Crime Commissioner in the other 40 local policing areas in England & Wales.

### Mayor's Office for Policing and Crime

- The Mayor's Office for Policing and Crime (MOPAC) has strategic oversight of the Metropolitan Police Service but operational policing remains the responsibility of the Commissioner of Police. It holds the Commissioner of Police accountable for the general maintenance, efficiency and effectiveness of the metropolitan police force, and compliance with legal and statutory requirements.
- The London Assembly has 25 elected members to hold the Mayor to account by examining his decisions and actions. It appoints a Police and Crime Committee specifically to examine the work of MOPAC and review the police and crime plan for London. This committee has much the same functions as the Police and Crime Panels.
- MOPAC has a duty to consult communities on policing in London, including getting the views of people in the area. It also has a responsibility to include victims of crime, on matters concerning their policing and to obtain their cooperation with police in preventing crime. Ways in which it tries to consult Londoners are outlined on the

➤ [More information about the Mayor's Office for Policing and Crime is available at   
www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac](http://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac)

### Deputy Mayor for Policing and Crime

- The Mayor appoints a statutory Deputy Mayor for Policing and Crime (DMPC) in London to discharge the vast majority of MOPAC's duties. In June 2016 Mayor Sadiq Khan appointed Sophie Linden as London's Deputy Mayor for Policing and Crime.
- The Mayor remains responsible for issuing the Police and Crime plan for London; the formal oversight of Scotland Yard including budgets and policy; and the appointment and removal of senior Metropolitan Police officers (excluding the Metropolitan Police Commissioner – see below). Outside these powers, and although not directly elected, once the Mayor has delegated his authority the DMPC has all the other powers and duties of a PCC.
- The DMPC leads MOPAC and is accountable to the Mayor for:
  - the delivery of the Police and Crime Plan
  - for ensuring oversight of the police
  - driving effective criminal justice and crime reduction services across London
- The DMPC works with a range of agencies and service providers to improve services in our city, and with one important exception – the national Strategic Policing Requirement – the DMPC does not answer to Whitehall, but to Londoners and has a duty to consult with local people in setting objectives.

➤ [More information about the Deputy Mayor for Policing and Crime is available at   
www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/about-mayors-office-policing-and-crime-mopac-3](http://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/about-mayors-office-policing-and-crime-mopac-3)



## Metropolitan Police Service

- The police force for London is the Metropolitan Police Service, led by the Commissioner of Police of the Metropolis who is the most senior police officer.
- Unlike other police forces the Metropolitan Police has certain national responsibilities such as leading counter-terrorism policing and the protection of the Royal Family and senior members of Her Majesty's Government. For this reason the Commissioner of the Metropolitan Police is appointed by the Queen and directly accountable to the Home Secretary.
- The Commissioner answers to the Deputy Mayor for Policing and Crime, with a separate reporting line to the Home Secretary on national matters. However, MOPAC may, with the approval of the Secretary for State, suspend the Commissioner of Police and call upon them to resign or retire.

➤ More information about the Metropolitan Police Service is available at <http://content.met.police.uk/Home>

You might like to look at different Police and Crime Commissioner websites to see if there other ways of communicating with the public you might like to suggest to MOPAC and/or the DMPC – and, of course, offer your own ideas.

You might like to put some of the questions from page 3 to MOPAC and/or the DMPC.

## Policing in Scotland

From April 2013 the eight local police forces, the Scottish Police Services Authority and the Scottish Crime and Drug Enforcement Agency were brought together into a single Police Service of Scotland named Police Scotland, and the Scottish Police Authority was established to oversee Police Scotland.

The Police and Fire Reform (Scotland) Act 2012 also “replaces the stated role of the Police Service from the former ‘guard, patrol and watch’ of the Police (Scotland) Act 1967 to the following new policing principles:

- the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and
- the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which is accessible to, and engaged with, local communities, and promotes measures to prevent crime, harm and disorder.”

## Police Scotland

- Police Scotland took over responsibility for policing in Scotland from the eight former police forces, the Scottish Crime and Drug Enforcement Agency and the Association of Chief Police Officers in Scotland. It is responsible for policing across the whole of Scotland and is the second largest force in the UK after the Metropolitan Police.

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- Police Scotland's purpose is to improve the safety and wellbeing of people, places and communities in Scotland.
- There are 13 local policing divisions, each headed by a Local Police Commander responsible for ensuring that local policing is responsive, accountable and tailored to meet local needs. Each division encompasses response officers, community officers, local crime investigation, road policing, public protection and local intelligence.
- There are also a number of national specialist divisions. The Specialist Crime Division provides investigative and intelligence functions such as Major Crime investigation, Public Protection, Organised Crime, Counter Terrorism, Intelligence and Safer Communities. The Operational Support divisions provide support functions such as Road Policing, Air Support, Dog Branch, Marine Policing and the Mounted Branch
- Police Scotland's priorities are outlined in its Annual Police Plan and are aligned to the strategic police priorities set by the Scottish Government and the strategic objectives outlined by the Scottish Police Authority in their three year plan. They are also informed by the local policing plans set at local authority and multi member ward levels.
- The Scottish Police College, the training home of Police Scotland, is based at Tulliallan in Fife. Police Scotland's Forward Command Base is at Randolphfield in Stirling.

### Chief constable of police

- Has overall responsibility for the administration and management of police operations.
- Is supported by a command team of 4 Deputy Chief Constables, Assistant Chief Constables and 3 Directors.
- Strategy, policy and direction for Police Scotland is determined by the Service's senior management team.

➤ More information about Police Scotland is available at [www.scotland.police.uk](http://www.scotland.police.uk)

## Scottish Police Authority

The Scottish Police Authority Board has between 11 and 15 members. Appointments are made by Scottish Ministers and regulated by the Commissioner for Ethical Standards in Public Life in Scotland. These appointments are part-time, usually for four years, and paid at £300 per day for a time commitment of up to five days per month.

### Key responsibilities of the Scottish Police Authority

- These are to maintain policing, promote policing principles and the continuous improvement of policing, and to hold the Chief Constable to account.
- SPA appoints a Chief Executive Officer who is accountable to it for:
  - The maintenance of Police Scotland.
  - The operation of the Scottish Police Authority.
  - The provision of Forensic Services.
  - Supporting the governance and scrutiny of the performance of all aspects of policing.

### Accountability: publishing information

- The Scottish Police Authority is a public authority. As such, and like Police and Crime Commissioners, it must produce documents describing and regulating how it works. These are available from the SPA website.
- For example, the SPA has developed a Performance Framework which allows it to monitor and evaluate the performance of the police and whether the aims and benefits resulting from a single police force in Scotland are being realised.

### Accountability: engaging with the public

- SPA says it is “keen to engage directly with the public so they can find out first-hand what the people and communities of Scotland want from their police service”. They issue consultations and hold regular public meetings of the Scottish Police Authority Board.
- All of the Scottish Police Authority's meetings are open for members of the public, and representatives of the media, to attend and observe. The public agenda and papers are published on the day of the meeting. Dates are set up to a year in advance and listed on the SPA website.

### Strategic Police Plan

- This sets out the main objectives for the SPA and for the policing of Scotland and describes how progress will be measured against the Strategic Police Priorities set out by Scottish Ministers.
- It must be reviewed every three years: work has already begun for the plan to be reviewed in 2017 and updates should appear on the SPA website in due course.

### Recent review of governance in policing

In September 2015, the Cabinet Secretary for Justice asked the Chair of the Scottish Police Authority, Andrew Flanagan, to undertake an immediate review of governance in policing. His report was published in March 2016 and contained 30 recommendations for improvements to “ensure representatives of local communities feel sufficiently listened to regarding local policing, are able to input effectively into the development of national policy issues, and have a way of recording their ‘voice’ on the quality and effectiveness of Police Scotland’s engagement with them”.

The report’s other main findings include:

- SPA to strengthen its governance procedures and review with the Scottish Government and Police Scotland how working arrangements and protocols reinforce the positioning and authority of the SPA.
- Clearer definition of the SPA’s areas of responsibilities and how it conducts its business.
- Review of the underlying systems and processes used by Police Scotland to provide information with a view to improving clarity and enhancing the quality of analysis and benchmarking.

In his report Andrew Flanagan acknowledges that much has been achieved after the first three years of operation. He concludes “that the SPA is an appropriate model for governing a national police service. However, there are a number of recommendations in this report for the SPA, Police Scotland and other stakeholders which together can

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improve the effectiveness of this model. Overall, I expect this governance review and associated recommendations to lead to increased clarity in the role of the SPA, focus its work on strategic governance matters, and appropriate delegation to allow Police Scotland to deal with operational requirements within defined parameters while still holding the Chief Constable to account for the performance and quality of policing. It will also allow for local accountability to be fully discharged.”

➤ More information about the Scottish Police Authority is available at [www.spa.police.uk](http://www.spa.police.uk)

You might like to look at different Police and Crime Commissioner websites to see if there other ways of communicating with the public you might like to suggest to Police Scotland and/or the Scottish Police Authority – and, of course, offer your own ideas.

You might like to put some of the questions from page 3 to Police Scotland and/or the Scottish Police Authority.

You might like to monitor how Andrew Flanagan’s recommendations are acted upon.

## Some further resources

### Publications referred to in this briefing

- **Police and Crime Commissioners: register of interests.** Home Affairs Committee. 1<sup>st</sup> Report of Session 2013-2014. May 2013.  
[www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/publications/](http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/publications/)
- **Police and Crime Commissioners: here to stay.** Home Affairs Committee. 7th Report of Session 2015-2016. March 2016. [website as above]
- **Review of Governance in Policing.** Andrew Flanagan. March 2016.  
[www.spa.police.uk/assets/128635/337350/337362](http://www.spa.police.uk/assets/128635/337350/337362)

### Legislation and other government reports

- **Police Reform and Social Responsibility Act 2011.** The legislation that created PCCs  
[www.legislation.gov.uk/ukpga/2011/13/contents/enacted](http://www.legislation.gov.uk/ukpga/2011/13/contents/enacted)
- **Police & Fire Reform (Scotland) Act 2012.** The legislation that created Police Scotland and the Scottish Police Authority. [www.legislation.gov.uk/asp/2012/8/contents](http://www.legislation.gov.uk/asp/2012/8/contents)
- **Police and Crime Commissioners: progress to date.** Home Affairs Committee. 16th Report of Session 2013-2014. May 2014.  
[www.publications.parliament.uk/pa/cm201314/cmselect/cmhaff/757/757.pdf](http://www.publications.parliament.uk/pa/cm201314/cmselect/cmhaff/757/757.pdf)
- **Policing and Crime Bill.** February 2016. <http://services.parliament.uk/bills/2016-17/policingandcrime.htm>
- **Enabling closer working between the emergency services: summary of consultation responses and next steps.** HM Government. January 2016.  
[www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/495371/6.1722\\_HO\\_Enabling\\_Closer\\_Working\\_Between\\_the\\_Emergency\\_Services\\_Consult....pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/495371/6.1722_HO_Enabling_Closer_Working_Between_the_Emergency_Services_Consult....pdf)

### Other publications of interest

- **The Pioneers: Police and Crime Commissioners one year on.** Policy Exchange. 2014. [www.policyexchange.org.uk](http://www.policyexchange.org.uk)
- **A guide to restorative justice for Police and Crime Commissioner candidates.** 2016. Restorative Justice Council. [www.restorativejustice.org.uk](http://www.restorativejustice.org.uk)
- **Police and Crime Commissioners Generation 2.0: Engaging with police and crime commissioners.** Clinks. 2016. [www.clinks.org/resources-guides-toolkits](http://www.clinks.org/resources-guides-toolkits)
- **How you can work with the voluntary sector to cut crime.** A briefing for Police and Crime Commissioners. Clinks. 2016. [www.clinks.org/resources-guides-toolkits](http://www.clinks.org/resources-guides-toolkits)

### Other sources of information

- **Association of Police and Crime Commissioners (APCC):** membership organisation to support PCCs discharge their role. Website gives information about the role of commissioner and about individual PCCs. <http://apccs.police.uk>
- **Clinks:** National umbrella body for voluntary sector organisations that work with offenders and their families. [www.clinks.org](http://www.clinks.org)
- **Compares Police and Crime Commissioners (CoPaCC):** analyses and compares the work of PCCs to identify and share good practice. <http://copacc.org.uk>
- **Criminal Justice Alliance:** a coalition of 110 organisations committed to improving the criminal justice system. <http://criminaljusticealliance.org>
- **HM Government:** public information about the role of PCC and how to find individual PCCs. [www.gov.uk/police-and-crime-commissioners](http://www.gov.uk/police-and-crime-commissioners)
- **HM Inspector of Constabulary (HMIC):** independently assesses police forces and policing across wide range of activities and publishes an annual assessment of policing in England and Wales. [www.hmic.gov.uk](http://www.hmic.gov.uk)
- **House of Commons Home Affairs Committee:** departmental select committee appointed to examine the expenditure, administration and policy of the Home Office and its associated public bodies. Evidence given in response to the committee's inquiries and all its reports are published on the website. [www.parliament.uk/homeaffairs.com](http://www.parliament.uk/homeaffairs.com)
- **Independent Police Complaints Commission (IPCC):** independent body that oversees the police complaints system in England & Wales and sets the standards by which the police should handle complaints. [www.ipcc.gov.uk](http://www.ipcc.gov.uk)
- **The Police Foundation:** an independent think tank focused on developing knowledge and understanding of policing and crime reduction, while challenging the police service and the government to improve policing for the benefit of the public. [www.police-foundation.org.uk](http://www.police-foundation.org.uk)
- **Restorative Justice Council:** Independent voluntary sector membership body for the field of restorative justice. [www.restorativejustice.org.uk](http://www.restorativejustice.org.uk)
- **Senior Salaries Review Board (SSRB):** an advisory non-departmental public body of the Cabinet Office providing independent advice to the Prime Minister on the pay of senior civil servants and various other posts including PCCs. [www.gov.uk/government/organisations/review-body-on-senior-salaries](http://www.gov.uk/government/organisations/review-body-on-senior-salaries)

## QPSW Crime, Community and Justice resources

- **Experiencing Quakers:** a compilation of personal stories about Friends' support of people who are affected by a prison sentence. 2013.
  - **Help for families and friends of someone in prison:** a briefing to inform & encourage Friends' action in providing practical support to the families and friends of someone who is in prison. 2014.
  - **'Why Prison?':** A framework to encourage discussion about the purposes, effectiveness and experience of imprisonment as a response to criminal actions. 2013.
  - **Vision for a criminal justice system:** A view from the Quaker Peace & Social Witness Crime, Community and Justice Sub-Committee. 2015.
- All four publications are free on request from the CCJ Programme Manager. 'Why Prison?' and the vision statement can also be downloaded from the Quakers in Britain website at [www.quaker.org.uk/our-work/social-justice-2/crime-community-and-justice-2](http://www.quaker.org.uk/our-work/social-justice-2/crime-community-and-justice-2)
- CCJS members are happy to come and facilitate a 'Why Prison?' workshop tailored for your Quaker meeting or any event organised by your meeting. Contact the CCJ Programme Manager. 020 7663 1036 / [ccj@quaker.org.uk](mailto:ccj@quaker.org.uk)
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## Appendix: Police and Crime Commissioners elected in England and Wales in May 2016

A Police and Crime Commissioner's website should carry information as required under the six headings (see *page 2*). It should also carry information that might provide interesting comparisons such as: political affiliation as an election candidate, salary, whether they have any other business or employment, whether they have appointed a deputy.

1. Avon and Somerset	Sue Mountstevens (Ind)	<a href="http://www.avonandsomerset-pcc.gov.uk">www.avonandsomerset-pcc.gov.uk</a>
2. Bedfordshire	Kathryn Holloway (Con)	<a href="http://www.bedfordshire.pcc.police.uk">www.bedfordshire.pcc.police.uk</a>
3. Cambridgeshire	Jason Ablewhite (Con)	<a href="http://www.cambridgeshire-pcc.gov.uk">www.cambridgeshire-pcc.gov.uk</a>
4. Cheshire	David Keane (Lab)	<a href="http://www.cheshire-pcc.gov.uk">www.cheshire-pcc.gov.uk</a>
5. Cleveland	Barry Coppinger (Lab)	<a href="http://www.cleveland.pcc.police.uk">www.cleveland.pcc.police.uk</a>
6. Cumbria	Peter McCall (Con)	<a href="http://www.cumbria-pcc.gov.uk">www.cumbria-pcc.gov.uk</a>
7. Derbyshire	Hardyal Dhindsa (Lab)	<a href="http://www.derbyshire-pcc.gov.uk">www.derbyshire-pcc.gov.uk</a>
8. Devon & Cornwall	Alison Hernandez (Con)	<a href="http://www.devonandcornwall-pcc.gov.uk">www.devonandcornwall-pcc.gov.uk</a>
9. Dorset	Martyn Underhill (Ind)	<a href="http://www.dorset.pcc.police.uk">www.dorset.pcc.police.uk</a>
10. Durham	Ron Hogg (Lab)	<a href="http://www.durham-pcc.gov.uk">www.durham-pcc.gov.uk</a>

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11. Dyfed-Powys	Dafydd Llywelyn (PC)	<a href="http://www.dyfedpowys-pcc.org.uk/en">www.dyfedpowys-pcc.org.uk/en</a>
12. Essex	Roger Hirst (Con)	<a href="http://www.essex.pcc.police.uk">www.essex.pcc.police.uk</a>
13. Gloucestershire	Martin Surl (Ind)	<a href="http://www.gloucestershire-pcc.gov.uk">www.gloucestershire-pcc.gov.uk</a>
14. Gwent	Jeff Cuthbert (Lab)	<a href="http://www.gwent.pcc.police.uk">www.gwent.pcc.police.uk</a>
15. Hampshire	Michael Lane (Con)	<a href="http://www.hampshire-pcc.gov.uk">www.hampshire-pcc.gov.uk</a>
16. Hertfordshire	David Lloyd (Con)	<a href="http://www.hertscommissioner.org">www.hertscommissioner.org</a>
17. Humberside	Keith Hunter (Lab)	<a href="http://www.humberside-pcc.gov.uk">www.humberside-pcc.gov.uk</a>
18. Kent	Matthew Scott (Con)	<a href="http://www.kent-pcc.gov.uk">www.kent-pcc.gov.uk</a>
19. Lancashire	Clive Grunshaw (Lab)	<a href="http://lancashire-pcc.gov.uk/">http://lancashire-pcc.gov.uk/</a>
20. Leicestershire	Willy Bach (Lab)	<a href="http://www.leics.pcc.police.uk">www.leics.pcc.police.uk</a>
21. Lincolnshire	Marc Jones (Con)	<a href="http://www.lincolnshire-pcc.gov.uk">www.lincolnshire-pcc.gov.uk</a>
22. Merseyside	Jane Kennedy (Lab)	<a href="http://www.merseysidepcc.info">www.merseysidepcc.info</a>
23. Norfolk	Lorne Green (Con)	<a href="http://www.norfolk-pcc.gov.uk">www.norfolk-pcc.gov.uk</a>
24. North Wales	Arfon Jones (PC)	<a href="http://www.northantspcc.org.uk">www.northantspcc.org.uk</a>
25. North Yorkshire	Julia Mulligan (Con)	<a href="http://www.northumbria-pcc.gov.uk">www.northumbria-pcc.gov.uk</a>
26. Northamptonshire	Stephen Mold (Con)	<a href="http://www.northwales-pcc.gov.uk">www.northwales-pcc.gov.uk</a>
27. Northumbria	Vera Baird (Lab)	<a href="http://www.northyorkshire-pcc.gov.uk">www.northyorkshire-pcc.gov.uk</a>
28. Nottinghamshire	Paddy Tipping (Lab)	<a href="http://www.nottinghamshire.pcc.police.uk">www.nottinghamshire.pcc.police.uk</a>
29. South Wales	Alun Michael (Lab)	<a href="http://www.southwalescommissioner.org.uk">www.southwalescommissioner.org.uk</a>
30. South Yorkshire	Alan Billings (Lab)	<a href="http://www.southyorkshire-pcc.gov.uk">www.southyorkshire-pcc.gov.uk</a>
31. Staffordshire	Matthew Ellis (Con)	<a href="http://www.staffordshire-pcc.gov.uk">www.staffordshire-pcc.gov.uk</a>
32. Suffolk	Tim Passmore (Con)	<a href="http://www.suffolk-pcc.gov.uk">www.suffolk-pcc.gov.uk</a>
33. Surrey	David Munro (Con)	<a href="http://www.surrey-pcc.gov.uk">www.surrey-pcc.gov.uk</a>
34. Sussex	Katy Bourne (Con)	<a href="http://www.sussex-pcc.gov.uk">www.sussex-pcc.gov.uk</a>
35. Thames Valley	Anthony Stansfeld (Con)	<a href="http://www.thamesvalley-pcc.gov.uk">www.thamesvalley-pcc.gov.uk</a>
36. Warwickshire	Philip Seccombe (Con)	<a href="http://www.warwickshire-pcc.gov.uk">www.warwickshire-pcc.gov.uk</a>
37. West Mercia	John-Paul Champion (Con)	<a href="http://www.westmercia-pcc.gov.uk">www.westmercia-pcc.gov.uk</a>
38. West Midlands	David Jamieson (Lab)	<a href="http://www.westmidlands-pcc.gov.uk">www.westmidlands-pcc.gov.uk</a>
39. West Yorkshire	Mark Burns-Williamson (Lab)	<a href="http://www.westyorkshire-pcc.gov.uk">www.westyorkshire-pcc.gov.uk</a>
40. Wiltshire	Angus Macpherson (Con)	<a href="http://www.wiltshire-pcc.gov.uk">www.wiltshire-pcc.gov.uk</a>

*Quaker Peace & Social Witness  
Crime, Community and Justice Sub-Committee  
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*Quaker Peace & Social Witness (QPSW) is part of the central organisation of Quakers in Britain, and it's Crime, Community and Justice Sub-committee (CCJS) supports and represents Quaker concerns in the area of criminal justice.*

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