

# Association of Police Authorities Annual report 2009/10



# Contents

<b>Chairman's foreword</b>	<b>3</b>
<b>APA review of the year 2009/10</b>	<b>4</b>
<b>APA organisation and policy</b>	<b>8</b>
<b>APA figures</b>	<b>10</b>
<b>APA contacts</b>	<b>11</b>

# Chairman's foreword



**As the new Chairman of the Association of Police Authorities (APA), elected by the APA Council in September 2009, it gives me great pleasure to present the APA's annual report for 2009/10.**

This year brought a range of significant challenges to the APA, but with these challenges there also came many opportunities. Responding strategically to the challenges we faced, whilst making the most of the opportunities available to us, has enabled the APA to work more effectively on behalf of the police authorities we serve, and to strengthen the organisation on behalf of all our members.

The APA welcomed our new Chief Executive, Mark Castle, who took up his position in November 2009. Earlier in the year the new APA structure, consisting of an APA Board to replace the previous arrangement of the APA Executive Sub-group, enabled a much wider perspective of our member's views to be taken into account. Likewise the new regional groupings of police authorities gave our members the opportunity to take a local perspective which, where appropriate, has been important in informing the decisions of the new Board.

The APA has worked hard during the year to ensure it functions more efficiently and effectively to service the needs of our police authority members. We recognise that there is still much more to be achieved, however the development of a new Mission statement, a Vision and a new three year Strategic Plan for the APA, which was approved by the APA Council, has enabled the organisation to have a clearer direction of travel, whilst enabling our members and stakeholders to understand the objectives of the APA and our police authority members.

**I would particularly like to thank the APA Secretariat for working so hard to service the needs of police authorities at this time of change. I would also like to thank police authority members and staff for their input to improving the APA, an input which has hopefully resulted in an organisation which more closely fits the requirements of its members and is committed to achieving excellence on their behalf.**

A handwritten signature in purple ink that reads "Rob Garnham." The signature is written in a cursive style and is underlined with a single purple stroke.

**Rob Garnham**  
*APA Chairman*

# APA review of the year 2009/10

## Governance

The APA monitored the Policing and Crime Bill as it travelled through Parliament during 2009/10 and sought to influence the Bill appropriately on behalf of police authorities. Although proposals for direct elections to police authorities had been dropped from the Bill earlier, we were successful in negotiating some concessions and reassurances to protect police authority interests, such as greater clarity on governance of collaboration, including a commitment to reviewing the legal framework within a year, and timely resolution of disputes on airport policing plans.

The Coroners and Justice Act 2009 was also passed during the year, which included new responsibilities for police authority custody visiting schemes in relation to detainees under the terrorism acts, and the APA was able to secure a Government commitment to fund vetting for custody visitors.

During March, the Government also put in place some new police authority regulations covering planning, redress, community engagement and membership. The APA Secretariat issued guidance on these regulations, including joint guidance developed with the Local Government Association (LGA) on appointing councillor members to police authorities prior to local elections.

## Police reform and citizen focus

Police reform was a topic of increasing debate across all the political parties, many influential think-tanks and the media. The APA staunchly utilised the opportunities provided by this debate to defend the unique contribution of police authorities to the governance of policing at both the national and the local levels.

We monitored these reports and discussions on behalf of police authorities and drew together a range of responses, briefings and public comments and publicised these vigorously, including encouraging our members to develop local campaigns to tell their communities about the unique value police authorities add. The APA also

worked with partners, including the Northern Ireland Policing Board, to research the implications of changes to national policing structures and to make the case for the advantages and unique balance provided by the current system.

The APA, working with our Tripartite partners, developed, published and launched the Safe and Confidence Neighbourhoods Strategy (SCNS). This strategy seeks to build on the success of neighbourhood policing by empowering the public to further exert their influence over local police and their partners. Police authorities committed to developing various aspects of the strategy at both local and national levels.

We also produced guidance for police authorities to help them monitor the delivery of local policing to communities according to the principles set out in the Policing Pledge. The guidance provides support to police authorities based on examples of good practice alongside suggested activities that will provide a framework for monitoring the process if implementation and impact of the Pledge. This guidance was launched at the APA Annual conference in November 2009.

We also succeeded in influencing the significant Her Majesty's Inspectorate of Constabulary (HMIC) report Adapting to Protest including identifying a new role for police authority members in ensuring that the policing of protests can be sure of the informed trust and confidence of the public, and that police authorities can carry out their crucial role of post-event scrutiny effectively.

## Funding and finance

The APA played an active role in taking forward the value for money (VFM) agenda, particularly through representation by police authorities on the influential High Level Working Group (HLWG). This work has been informed by efficiency surveys that indicate an increasing 'grip' by forces and authorities on funding pressures and their willingness to pursue all opportunities for delivering savings. The APA thanks its HLWG members,

especially Bill Wilkinson, for their tireless work in this area.

Through simple and persistent messaging the APA saw some success in shifting debate away from officer numbers to 'service delivery' – a necessary focus for anticipated future funding constraints and a very real likelihood for many forces of reducing officer headcount. The APA has been an influential contributor to Working for the Public and development of the Productivity Framework – a component of the overall VFM agenda. The Productivity Framework provides both forces and authorities with a blueprint for improving the performance of their workforce, delivering better customer service and reducing costs.

The APA hosted a dedicated VFM forum at its Council meeting in April, with representation from the Home Office, HMIC and the Audit Commission. This successful event demonstrated APA leadership of the VFM agenda and firm engagement by members in the overall improvement programme.

### **Inspection and improvement**

For the first time police authorities were subject to an inspection process run by HMIC. This followed intense negotiations with HMIC inspectors, whereby the APA were able to secure a role for both member and officer peers in the inspections. The APA Secretariat was subsequently actively engaged in the training and accreditation of police authority peers for inspections, and in helping to overcome early difficulties with the process, to ensure the needs of authorities were properly addressed.

In March, the HMIC produced a summary report on the first ten inspections, which highlighted both successes and challenges for police authority performance. The key areas for improvement were incorporated into the Police Authority Improvement Strategy to ensure these could be addressed at national level. The APA consulted authorities and key stakeholders on a draft of the Improvement Strategy during November and December. We were

able to secure national agreement to the APA becoming sector-lead for police authority improvement to drive the agenda on behalf of authorities. Improvement partners, such as the Improvement and Development Agency (IDeA) and the National Policing Improvement Agency (NPIA) agreed to assist with delivery, where they have relevant expertise, and we continued to press the Home Office for adequate funding to help increase the capability of police authorities.

### **Police performance**

Police authorities have been considering their role in monitoring performance and the increase in responsibilities and expectations as result of the launch of the new Performance Landscape in July 2009. The APA introduced a number of key improvements such as:

- 'Can You Manage it?' training in tandem with the NPIA to help improve performance monitoring and scrutiny training; and
- confidence guidance for police authorities and a review of confidence research developed to assist police authorities achieve the Single Confidence Target set by the Home Office.

Alongside these, the APA maintained police authorities' influence at key national meetings such as the Police Performance Steering Group (PPSG), and a range of technical and development meetings on performance and other key developments such as the launch of the HMIC Police Report Card website. The APA worked with support from police authorities at these meetings to ensure that the more localised impact of any changes is recognised.

### **Police leadership**

The APA secured the support of the National College of Police Leadership (NCPL) to provide leadership training for police authority members and staff. The APA continued to be a key player in the appointments process of chief officers through membership, with representatives of the Tripartite,

of the Senior Appointments Panel (SAP). We also contributed to Home Office proposals to restructure the chief officer appointment process, the role and function of SAP and Chief Officer Performance Development Review (PDR) schemes.

By actively engaging as police authority assessors in the Senior Police National Assessment Centre, Senior Command Course, Higher Potential Development Scheme, Senior Leadership Development Programme the APA embedded police authority involvement in the development of senior policing leaders.

### **Human resources**

The APA continued a focus on developing linkages with the special constabulary, through contribution to the Special Constabulary Balanced Scorecard project, attending regional special constabulary meetings and representing the APA at the bi-annual Special Constabulary Conference.

We also chaired the National Health and Safety Conference and continued representation on various committees overseeing areas such as the implementation of the National Police Promotion Framework, Skills for Justice and the Association of Chief Police Officers (ACPO) Learning and Development Group.

### **Police pay**

The APA reinvigorated participation and influence in Police Negotiating Board (PNB), the Police Staff Council (PSC) and the Police Advisory Board for England and Wales (PABEW). We continued to play an active role in the negotiating and working groups on all of these bodies.

We also led PNB strategy development, with a view to longer term planning and increasing official side influence and contribution to the Tripartite review of police pay structures.

### **Professional standards**

Through membership on the Police Workability Group the APA actively contributed to a review of

the Independent Police Complaints Commission (IPCC) statutory guidance.

We also led the publication of guidance for police authorities on implementing recommendations from the IPCC's *Learning the Lessons* bulletins and contributed to the content of these bulletins through membership on the Learning the Lessons Board.

The APA continued to monitor the implementation of the Taylor Reforms which aim to introduce a culture of learning and improvement in the police misconduct system, through our place on the PABEW Discipline Sub-Committee. We also provided training and policy advice to give support to police authorities with their responsibilities under Police Appeals Tribunals.

### **Science and technology**

IT solutions for national problems continued to play an important role in the national policing agenda. The APA continued to be engaged in a range of programmes addressing IT consolidation, capacity, resource and convergence including the new Information Systems Improvement Strategy (ISIS) which sits at the centre as an overarching strategic programme.

The APA was represented on all key programme boards and has addressed police authority efficiency and effectiveness requirements regarding IT change programmes, considering costs and business benefits, and IT based communications issues to police authorities.

We also contributed to the ongoing programme of work in a range of areas including forensics, Airwave, automatic number plate recognition (ANPR) and mobile technology. We have also continued to influence and shape police policy on data handling through representation on the national DNA Database Strategy Board.

### **Airports policing**

The Police and Crime Bill 2009 enacted new arrangements for both planning and paying for

policing at airports. Following representations from the APA and partners over many years these arrangements reflected the concerns of police authorities and will result in significant savings but no diminution in security for the public.

The APA shaped the development of guidance on implementing the new arrangements and the development of training events, and continues to take part in ongoing work in assisting authorities to implement the new arrangements.

### **Counter-terrorism and protective services**

After many years of raising communities' concerns about police stops under counter terrorism laws at airports, the APA was pleased to gain representation on a new national 'Schedule 7' Accountability Board to oversee this process.

We also put community concerns at the heart of debates around the continued use of other counter-terrorism stops especially in the light of European Court of Human Rights rulings which have challenged the legality of Section 44 stops. We have represented police authority perspectives and drew together interested parties in addressing these controversial measures, arguing that they along with all other police stops, must be effective and efficient, as well as accountable.

We assisted the NPIA in refreshing the national police minimum standards for protective services and joined new Boards providing oversight and strategic direction for protective services, and serious and organised crime

### **Prevent**

In March 2009, through funding provided by the Office for Security and Counter-Terrorism (OSCT), the APA appointed a strategic policy adviser on Prevent to work with national stakeholders and police authorities. Following significant consultation with police authorities the APA published *Prevent – a strategic framework for police authorities* – a strategic framework outlining the governance and delivery of Prevent at national, regional, and local

level and identifying the potential role of police authorities. The Prevent adviser has also worked closely with colleagues within the Office for Security and Counter Terrorism (OSCT) and ACPO Terrorism and Allied Matters (TAM) in influencing policy developments such as Counter-Terrorism Local Profiles.

### **Equality, diversity and human rights**

The APA, in partnership with ACPO and the Home Office, developed the Equality, Diversity and Human Rights Strategy and Action Plan. The strategy emphasises that the police service has a major role to play in promoting equality and human rights, and in tackling discrimination.

The APA worked with the British Institute of Human Rights (BIHR) to deliver bespoke human rights training to police authorities across England and Wales. Due to the enormous popularity of these sessions, the APA commissioned BIHR to carry out regional sessions which enabled efficient use of resources and encouraged regional partnership amongst police authorities. Police authorities fully utilised this opportunity to hold training for members and officers.

### **Olympics**

The APA worked to influence Olympic 2012 policing preparations by collaborating closely with stakeholders, including hosting the National Olympic Security Oversight Group (NOSOG) to ensure a joined up approach to Olympic planning.

The aim of this work continues to ensure that policing supports the Government vision of a 'safe and secure Olympic and Paralympic Games for all.' The APA is represented and engaged in seven Olympic Planning, Security and Policing Boards and worked on an overarching strategy to incorporate police authority priorities such as finance, legacy, mutual aid and people.

# APA organisation and policy

The Association of Police Authorities was established in April 1997 to act as the national voice of and for police authorities, and provide support services to its member authorities.

All police authorities in England, Wales and Northern Ireland, including the British Transport Police Authority, are members of the APA. The Civil Nuclear Police Authority, the Ministry of Defence Police Committee, the Scottish Police Authorities Convenor's Forum and the National Policing Improvement Agency are associate (non-voting) members.

The working structure of the APA actively promotes corporacy by involving members at all levels of policy development.

## The Secretariat

During 2009/10, the APA Secretariat averaged 15 staff with a number of vacancies held at various times during the year. The Secretariat has continued to work under considerable pressure to provide a quality service to member authorities and the APA's contribution at national level on behalf of all police authorities has continued to be sought and valued by the Home Office and others. The APA has also continued its drive to support its member authorities with information, advice and training to develop their own performance and structures.

## Advisers

The APA has worked closely with APACE and PATS who have provided specialist advice to inform the work of the Secretariat, policy groups and networks.

## Finance

The APA is funded primarily by subscriptions from member authorities supplemented by income from conferences and a small Home Office grant to support work on performance.

## APA Board

The members of the APA Board as elected in July 2010 are:

### Chair

Rob Garnham  
*Gloucestershire Police Authority*

### Deputy Chairs

Ann Barnes JP  
*Kent Police Authority*  
Mark Burns-Williamson  
*West Yorkshire Police Authority*

### Members

Simon Duckworth DL  
*City of London Police Authority*  
Brian Greenslade  
*Devon and Cornwall Police Authority*  
Peter Thompson  
*Durham Police Authority*  
Delyth Humfryes  
*Dyfed-Powys Police Authority*  
Paul Murphy  
*Greater Manchester Police Authority*  
Stuart Nagler  
*Hertfordshire Police Authority*  
Saima Afzal  
*Lancashire Police Authority*  
Barry Young  
*Lincolnshire Police Authority*  
Kit Malthouse  
*Metropolitan Police Authority*  
Jane Kenyon  
*North Yorkshire Police Authority*  
Sir Desmond Rea  
*Northern Ireland Policing Board*  
Peter Williams  
*Surrey Police Authority*  
Paul Deneen OBE  
*West Mercia Police Authority*  
Diana Holl-Allen  
*West Midlands Police Authority*

### APA Policy Networks

Policy Networks are a mechanism to consult on and develop APA policy, particularly in relation to delivering the APA business plan where they have an exacting role in ensuring execution of the plan and appropriate supporting activities.

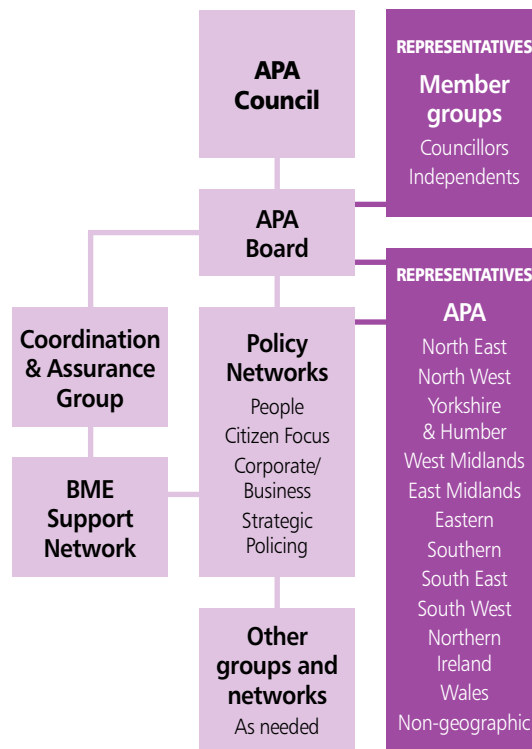
Policy Networks make recommendations to the Board and/or Council for decision.

The APA Policy Networks are:

- People Policy Network
- Citizen Focus & Partnerships Policy Network;
- Corporate/Business Policy Network; and
- Strategic Policing Policy Network.

### APA Coordination & Assurance Group

The Coordination & Assurance Group monitors risk and ensures that diversity, equality and human rights issues, and other issues arising under other cross-cutting business areas such as information and technology, are properly addressed.



# APA figures

Year ending...	31 March 2009	31 March 2010
<b>Income</b>	<b>£</b>	<b>£</b>
Subscription income	1,484,189	1,525,758
Conferences and seminars	373,663	291,494
Grants – Home Office	155,000	282,428
Other income and recharges	214,936	231,216
Bank interest	31,194	630
<b>Total income</b>	<b>2,258,982</b>	<b>2,331,526</b>
<b>Expenditure</b>	<b>£</b>	<b>£</b>
Staff costs	1,077,554	1,021,437
Members' allowances	253,426	294,150
Consultancy and professional advice	69,065	25,806
Recruitment, training and travel	18,134	39,324
Accommodation costs	118,275	168,879
Administration costs	54,612	49,270
LGA services	80,000	0
Design and printing	44,831	44,019
Meeting room hire and catering	105,237	57,725
Stop and search publicity material	21,395	12,369
Diversity training	15,336	25,531
APA performance training	30,962	30,820
Independent Panel on Members' Allowances	22,903	0
Independent Member Recruitment	40,552	0
Green Paper Fighting Fund	63,945	38,917
Improvement Programme – website development	13,181	9,596
Appeal tribunal training	8,000	0
CTA Brief	2,726	0
Police Reform Delivery Programme	3,538	0
Accountability evaluation	0	21,745
Police force collaboration	18,550	7,350
Conference expenditure	181,794	155,562
Audit	6,500	11,175
Bad and doubtful debts	12,737	26,836
Depreciation	20,396	6,826
VAT refund	-62,248	0
Other finance charges	8,000	10,000
<b>Total expenditure</b>	<b>2,229,401</b>	<b>2,057,337</b>
<b>Surplus</b>	<b>29,581</b>	<b>274,189</b>

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