



Chief Constables' Council

Minutes of the meeting held on Friday, 1 April 2011

1. ATTENDANCE

1.1 Present

CC Sir Hugh Orde	President (Chair)
DCC Robert Beckley	Avon and Somerset
CC Simon Parr	Cambridgeshire
CC David Whatton	Cheshire
CC Adrian Leppard	City of London
CC Sean Price	Cleveland
DCC Stuart Hyde	Cumbria
CC Michael Creedon	Derbyshire
CC Stephen Otter	Devon and Cornwall
CC Martin Baker	Dorset
CC Jon Stoddart	Durham
CC Ian Arundale	Dyfed Powys
CC Jim Barker-McCardle	Essex
CC Peter Fahy	Greater Manchester
CC Alex Marshall	Hampshire
CC Frank Whiteley	Hertfordshire
CC Tim Hollis	Humberside
CC Ian Learmonth	Kent
CC Steve Finnigan	Lancashire
CC Simon Cole	Leicestershire
CC Richard Crompton	Lincolnshire
CC Jon Murphy	Merseyside
AC John Yates	Metropolitan
Miss Ailsa Beaton	Metropolitan
CC Mark Polin	North Wales
CC Phil Gormley	Norfolk
CC Adrian Lee	Northamptonshire
CC Sue Sim	Northumbria
CC Grahame Maxwell	North Yorkshire
CC Julia Hodson	Nottinghamshire
CC Peter Vaughan	South Wales
CC Meredydd Hughes	South Yorkshire
CC Mike Cunningham	Staffordshire
CC Simon Ash	Suffolk
CC Mark Rowley	Surrey
DCC Giles York	Sussex
CC Sara Thornton	Thames Valley
CC Paul West	West Mercia

1. ATTENDANCE (cont.)**1.1 Present**

CC Chris Sims	West Midlands
CC Sir Norman Bettison	West Yorkshire
CC Brian Moore	Wiltshire
CC Andrew Trotter	British Transport Police
Mr Trevor Pearce	SOCA
T/CC Nick Gargan	NPIA
CC Richard Thompson	Civil Nuclear Constabulary
CC Steve Love	Ministry of Defence
Mr Tom Flaherty	ACPO Chief Executive

1.2 In attendance

Jane Dench	ACPO Director of Policy
Oliver Cattermole	ACPO Director of Communications
Dave Spencer	Staff Officer to the ACPO President
Sharon Lister	ACPO Office Manager
Richard Hampson	ACPO Programme Support Assistant
Rose de la Cuesta	A/Programme Support Manager

1.3 In attendance for specific items

A/ACC Dave Martin	ACPO Interoperability
Chief Supt. Rob Price	ACPO Remuneration and Conditions
Ms Bethan Page-Jones	NPIA

1.4 Members noted the Rolling Attendance Log.**OPEN SESSION****2. WELCOME AND APOLOGIES**

2.1 Apologies were received from: Mr Mackey; Mr Melville; Ms Napier; Mr Richards; Mr Baggott; Mr Bristow and Mr Smith.

3. MINUTES OF THE PREVIOUS MEETING

3.1 The Minutes of the meeting held on 28 January 2010 were agreed as a true record.

4. STANDING ITEMS**4.1 Action log: Status report**

4.1.1 Members agreed the Action Log.

5. CABINET DECISION LOG

5.1 Members noted and agreed the contents of the Cabinet Decision Log.

6. PRESIDENTIAL UPDATE

6.1 The President had recently written to the Home Secretary in respect of the funding necessary for the continuation of ACPO. In addition a meeting had taken place with Kit Malthouse, Chair of the Metropolitan Police Authority, to discuss an MPA contribution to funding for ACPO. Although not confirmed, the President stated that there might be some funding forthcoming for ACPO from the MPA, however, it was likely to be less than the contribution required.

6.2 The Police Reform and Social Responsibility Bill would proceed to a second reading at the House of Lords on 27 April 2011. Ongoing work with the Home Office continued to improve

the Strategic Policing Requirement (SPR) and Protocol between Chief Constables and Police and Crime Commissioners.

7. NATIONAL POLICE AIR SERVICE

- 7.1 Mr Marshall reported that all regions were now supportive of the proposal and that a letter had already been prepared for all forces to send to their Police Authorities, which would be circulated to forces in the next few weeks. Mr Marshall highlighted that there was a funding gap of £400k required for additional resources to progress the project, and the President advised that the Policing Minister had promised to consider the required funding.

Action: Mr Marshall

8. THE FUTURE OF DIVERSITY STAFF SUPPORT ASSOCIATIONS

- 8.1 Mr Otter introduced a paper which advised that the Home Office is to discontinue funding the National Diversity Staff Support Associations (DSSA's). This decision would not affect DSSA arrangements in forces but at a national level there was likely to be an impact, varying depending on the association. The paper asked that consultation in relation to diversity and equality matters should be directed to police staff associations and unions which represent the diverse needs and interests of police officers and staff. ACPO would continue to build relationships with and listen to other internal stakeholders including DSSAs.
- 8.2 Members responded by suggesting that further work would be required but noted it was a matter for Chief Constables as to which local groups they sponsor. Voluntary groups were also members of other staff associations, so it would be appropriate for the staff associations and unions to ask diversity focussed questions in future when consulting across the full range of matters affecting Members.
- 8.3 Mr Otter concurred that further work was required especially in linking this work with Workforce Development Business Area in the longer term. He confirmed that although most forces would provide £40,000 per annum to support staff for diversity groups at a local level, the onus lay on staff associations, who received funding from government, to represent the diverse needs of all those within their membership.

Action: Mr Otter

- 8.4 It was agreed that consultation on diversity and equality matters should be directed to police staff associations and unions which represent the diverse needs and interests of all police officers and staff.

9. UPDATE ON VALUE FOR MONEY

- 9.1 Mr Gargan introduced a covering paper for interconnected value for money issues including: collaboration – 'the Laminate Model'; Information Systems Improvement Strategy (ISIS); business partnering for the police service; consideration of a negotiating position for the response to Winsor and ACPO's capacity and capability for police reform.
- 9.2 The President confirmed receipt of three applications for the post of an ACC to undertake a key role in the Home Office's Value for Money (VfM) Coordination Centre. He underlined the importance of the post in ensuring that the Service played an active role in this agenda. Members recognised the significance of the post in establishing a prioritised approach to achieving VfM.
- 9.3 It was suggested that an analysis of the £485m savings over 3 years detailed in Winsor's report was required. Mr Fahy confirmed that Rob Price had been collating forces' analyses

and that although there were significant variations across forces, the total service level savings estimated by Winsor's report concurred largely with the emerging calculations.

9.4 Paragraph 2.4.2 of the paper listed objectives set by the High Level Working Group: these essentially were items driven by the Home Office and had the support of Ministers. It might prove challenging to convince all forces to drive these forward, given differing priorities at a local level.

9.5 Members noted the contents of the paper.

10. DEVELOPING AN APPROACH TO COLLABORATION

10.1 Mr Gargan introduced a paper which proposed the need for a collective ACPO position on the principles and framework for collaboration. Members were requested to endorse the following:

- i. That a set of principles and a framework model for collaboration should be developed by the High Level Working Group
- ii. The Laminate Model as its preferred framework for collaboration
- iii. The development of a set of principles to guide collaboration based on the proposed draft.

10.2 It was acknowledged that this was a critical piece of work and there was support for the principle; however the following points were raised:

- There was a need to be mindful of some of the language used in the paper especially around Basic Command Units (BCU) and Regions; not all forces had BCUs, whilst the current use of 'Regional' might be open to interpretation
- The calculation of collaboration savings should remain realistic and achievable
- The Laminate Model was arguably quite dated and not based on functions or on current demands on the police service. There were other models which could suitably be considered and Ministers should be asked for their vision of what a framework for collaboration should look like
- Guidance from Ministers was considered essential especially as some forces would be required to compromise and carry additional cost as well as risks
- It would be helpful to use the process outlined in the Police Activity Glossary and the principles contained in the paper should originate from ACPO and not the HLWG
- There was a need to identify areas where collaboration would work in practical terms; however, it was important to also acknowledge that there were some areas which could only be dealt with at a local level
- It would be useful to determine which aspects were considered local and keep those distinct from those that were regarded as regional; it was felt that a position on this should be developed in time for the next Chief Constables' Council.

- 10.3 Mr Gargan assured Members that the recommendations and principles in the paper had been fully developed by ACPO and that the language would be revised to ensure clarity of presentation. Mr Gargan emphasised the urgency of reaching a common position on 'local' and 'regional' and recommended that a survey be circulated to forces to identify where consensus exists. This could in turn be fed into the HLWG.

Action: Mr Gargan

- 10.4 Members requested that the questionnaire include penalty support units and pay roll. The President suggested that colleagues discuss the way forward on 8 April 2011 and actively contribute to the debate on what should be incorporated in the principles.
- 10.5 Members agreed that further work was required and that further discussions should take place on or before 8 April 2011.

Action: Mr Gargan/The President

11. INFORMATION SYSTEMS IMPROVEMENT STRATEGY – UPDATE

- 11.1 Mr Gargan introduced a paper with an update on the current status and next steps for the Information Systems Improvement Strategy (ISIS). Members were invited to:

- i. Note and approve the delivery approach for ISIS
- ii. Approve and support the advice that forces seek to engage with ISIS before commencing local or regional ICT change in order to ensure alignment with the programme
- iii. Support active promotion of ISIS with forces and partners.

- 11.2 It was recognised that ISIS was a high-level programme, but forces would ultimately require a degree of reassurance that this was the definitive route to efficiency savings. In discussion the following points were raised:

- There was a possibility that forces might be left with a financial gap in the future given the current budget reductions and this could impact on the programme
- The programme had evolved over time and the focus on delivering framework agreement was welcomed
- The BDA had also gone through fundamental changes and there was now an opportunity to develop ISIS further.

- 11.3 Members agreed the recommendations outlined at paragraph 5.1 of the paper and 11.1 above.

12. BUSINESS PARTNERING FOR THE POLICE SERVICE

- 12.1 Mr Sims introduced a joint paper which advised of the ongoing Business Partnering for Policing (BPP) project that Surrey and West Midlands Police were currently engaged in.

- 12.2 While several forces have ongoing relationships with the private sector, the project aimed to establish a clear view of the potential value of private sector partnering with the police service. A business case was in development and would be considered in April. Mr Sims would be hosting an event in 4 to 6 weeks time, which would provide a further opportunity to learn more about the BPP project.

12.3 Members noted the contents of the paper.

13. ACPO POLICE NEGOTIATING BOARD/POLICE STAFF COUNCIL PROPOSAL – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

14. THE FINANCIAL MODELLING FOR THE WINSOR REVIEW

14.1 This was considered as part of agenda item 13.

15. ACPO CAPACITY AND CAPABILITY FOR POLICE REFORM

15.1 Mr Rowley introduced a paper outlining the requirement for additional resources to develop a more significant programme of work at the centre in response to the changing landscape of police reform.

15.2 Members were invited to:

- i. Agree that ACPO should be proactive in steering the reform and VFM agendas, and to express a view on the proposed areas of work and their relative priority
- ii. Agree that in order to respond in a coherent and co-ordinated manner to these significant set of challenges, the capacity and capability at the centre needs to be strengthened
- iii. Consider the extent to which forces were prepared to contribute a funding contribution and the extent to which they would be prepared to increase the decommissioning of NPIA services in order to move resources to work for ACPO on this agenda
- iv. Consider approaches to Governance, depending on the scale and scope of the work.

15.3 Mr Gargan affirmed that the NPIA would be happy to provide additional resources to take this work forward. Members put forward the following suggestions:

- The Service would benefit from having a dedicated team to specifically deal with particular challenges, eg procurement
- Support would be required for Part two of the Winsor Report
- SCC members should form part of the dedicated resource, given that some would not be promoted for some time. Secondment opportunities should also be considered, provided individuals had the right skills
- The delivery products needed to be agreed up front
- ACPO Business Areas should also play a role in driving the agenda forward and there was a need to decide on whether the right work-strands and priorities had been captured.

15.4 Mr Rowley noted recommendations and clarified that a programme of work would be progressed and resourced partly by the NPIA and partly by others who volunteer, (i.e. SCC).

Action: The President/Mr Gargan

15.5 Members agreed the decisions outlined at paragraph 5.1 of the paper and at 15.2 above.

16. THIS ITEM WAS WITHDRAWN**17. AUTHORISED PROFESSIONAL PRACTICE**

17.1 Ms Thornton introduced a paper on the Authorised Professional Practice Programme (APP). Members were requested to:

- i. Note the outcome of the audit of current guidance
- ii. Agree to the revision of the Statement of Common Purpose and Values (SOCPV) happening in tandem with APP development, and provide feedback on proposals
- iii. Agree APP Framework – including structure for core practice and more detailed practice specific to areas of high risk
- iv. Agree prioritising approach for APP based on SPR and high risk
- v. Provide the mandate for PPSG to take forward new governance arrangements for commissioning and challenging APP through gateway group.

17.2 The APP would underpin the SPR and include Core Practice and other specific areas which fit the criteria, whilst other knowledge and best practice products would simply be 'reference material'. Auditing of existing doctrine was not yet complete and that many documents were in need of either revision or decommissioning.

17.3 The revised SOCPV would be placed at the core of the National Decision Model (NDM). Mr Lee added that there was a need to build consensus on the vision of policing captured in the SOCPV and Members were encouraged to provide any feedback as soon as possible.

Action: Members

17.4 It was acknowledged that the current audit of existing doctrine products involved a degree of convergence; however, it was also important to archive and manage earlier documents in order to ensure a proper audit trail and avoid duplication.

17.5 There would remain a need for leadership of specialist expertise in developing new doctrine. The POLKA site for instance, by virtue of informally sharing best practice, could easily facilitate the emergence of new policies written on behalf of the Service without the necessary expertise or guidance from more senior members of staff.

17.6 Members agreed the recommendations stated at 8.1 of the paper, reproduced at 17.1 above.

18. POLICE REFORM AND SOCIAL RESPONSIBILITY BILL – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED**19. UK OPERATIONAL INTEROPERABILITY PROGRAMME – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED****20. ANY OTHER BUSINESS****20.1 Olympics**

20.1.1 The President confirmed that there was no central funding for the Torch relay and that this would need to be funded at a local level. Mr Allison added that the overnight stops would be announced on the 18 May 2011 and that Local Authorities should ensure that there was private security in place for the Torch celebration events.

20.2 Bureaucracy

20.2.1 Mr Finnigan emphasised that forces should be given credit for Restorative Justice (RJ) and Community Resolutions (CR). Mr Finnigan was aware that forces were recently requested by the HMIC to provide RJ and CR returns as well as Crime Registrars and Members were advised not to send force crime registrars at this stage.

20.3 DNA: Protection of Freedom Bill – Separate Restricted and Non FOI Disclosable Minutes Attached