



Chief Constables' Council

Minutes of the meeting held on Tuesday, 19 July 2011

1. ATTENDANCE

1.1 Present

CC Sir Hugh Orde	President (Chair)
DCC Robert Beckley	Avon and Somerset
CC Alfred Hitchcock	Bedfordshire
CC Simon Parr	Cambridgeshire
CC David Whatton	Cheshire
AC Frank Armstrong	City of London
CC Craig Mackey	Cumbria
DCC Alan Goodwin	Derbyshire
ACC Debbie Simpson	Devon and Cornwall
CC Martin Baker	Dorset
DCC Mike Barton	Durham
CC Ian Arundale	Dyfed Powys
ACC Tim Newcomb	Essex
DCC Mick Matthews	Gloucestershire
CC Peter Fahy	Greater Manchester
CC Carmel Napier	Gwent
CC Alex Marshall	Hampshire
DCC Heather Valentine	Hertfordshire
CC Tim Hollis	Humberside
CC Ian Learmonth	Kent
DCC Chris Weigh	Lancashire
CC Simon Cole	Leicestershire
CC Jon Murphy	Merseyside
DCC Ian Shannon	North Wales
CC Phil Gormley	Norfolk
CC Adrian Lee	Northamptonshire
DCC Jim Campbell	Northumbria
CC Grahame Maxwell	North Yorkshire
CC Julia Hodson	Nottinghamshire
CC Peter Vaughan	South Wales
CC Meredydd Hughes	South Yorkshire
DCC Douglas Paxton	Staffordshire
ACC Paul Marshall	Suffolk
CC Mark Rowley	Surrey
CC Martin Richards	Sussex
CC Sara Thornton	Thames Valley
DCC Andy Parker	Warwickshire
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 Matt Baggott	PSNI
Mr Trevor Pearce	SOCA
CC Richard Thompson	Civil Nuclear Constabulary
Mr Tom Flaherty	ACPO Chief Executive

1.2 In attendance

Oliver Cattermole	ACPO Director of Communications
Dave Spencer	Staff Officer to the ACPO President
Rose de la Cuesta	A/Programme Support Manager

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

2.1 Apologies were received from: Mr Port; Mr Leppard; Mr Price; Mr Creedon; Mr Otter; Mr Stoddart; Mr Barker-McCardle; Mr Melville; Mr Bliss; Mr Finnigan; Mr Crompton; Mr Godwin; Mr McPherson; Ms Dick; Ms Owens; Mr Yates; Mr Allison; Mr Polin; Mr Cunningham; Mr Ash; Mr Bristow; Mr Trotter; Miss Beaton; Mr Smith; Mr Gargan and Mr Love.

3. MINUTES OF THE PREVIOUS MEETING

3.1 The Minutes of the meeting held on 1 April 2011 were agreed as a true record.

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

4.1.1 Following discussions at the January meeting regarding Value for Money (VfM) Profiles, Mr Flaherty confirmed that agreement had now been reached with the HMIC that profiles would be available on the HMIC website from August 2011.

4.1.2 Mr Flaherty updated on further consultations with the NPIA and Chief Firearms Instructors over common standards for firearms role profiles. The original wording describing these roles had been supported. No further concerns were raised and the action closed.

4.1.3 An update was provided regarding an action from January 2011 to review risks to the Service relating to the National Driver Offender Retraining Scheme and present an exit strategy.

4.1.4 Members agreed the Action Log.

5. CABINET DECISION LOG

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

5.2 Ms Thornton added that ACPO Cabinet on 13 July 2011 had agreed the formation of a Gateway Group to review 600 guidance documents and their suitability for inclusion in the Authorised Professional Practice (APP) framework. Ms Thornton requested Members' support

and clarified that her role was not to act as guardian of content, but rather to rationalise documentation published on behalf of the Service.

Items for information

6. PRESIDENTIAL UPDATE

6.1 Sir Denis O'Connor had been commissioned to conduct an inquiry into alleged corruption within the police service, while Lord Justice Leveson would be leading the wider phone hacking inquiry which would include looking into relationships between the press and the police service. The President emphasised the importance of informing a fair and balanced view of the Service and Mr Lee, in his capacity as ACPO lead for Police Ethics, undertook to assist in the matter.

Action: Mr Lee

6.2 In relation to the Police Reform Social Responsibility Bill, concerns were acknowledged surrounding transitional arrangements for police staff which would mean all police staff would be transferred initially to the Police and Crime Commissioners (PCCs). It had been suggested that the Bill should be amended in relation to the status of the Chief Constable being a Corporation Sole. Advice received from Edward Solomons regarding corporation soles would be circulated with the Minutes.

Action: Mr Flaherty

6.3 Members acknowledged the complexities surrounding transitional arrangements and raised the following points:

- The transitional process would require the approval of the Secretary of State. The scheme of approval could be reiterative
- The existing financial framework would need to be translated into the protocol between Policing and Crime and Commissioner (PCC) and Chief Constables
- It was understood that a 'Corporation Sole' could not legally delegate a task to another 'Corporation Sole'
- A PCC was currently unable to delegate a task to a Chief Constable under the Policing Act
- Clarity was required on whether there would be a limited list of delegation
- There would be a need to monitor the progress of the Localism Bill should it result in any further impact on local arrangements.

6.4 Unison had written to all Chief Constables questioning the arrangements to transfer staff to the PCC and suggesting that forces should be the employing entity as opposed to the PCC or Chief Constable. The President would write to the Policing Minister seeking clarification regarding the proposals and their rationale.

Action: President

6.5 It was understood that the decision to transfer staff to the PCC had been made due to the argument that PCCs should have ownership of corporate communications capabilities as well as some human resource management functions. It had also been argued that under current

arrangements, assets, including staff, were owned by Police Authorities. However the role of PCCs clearly would be different.

- 6.6 The President reported that his attendance at the Federation Open Day in London on 27 July had been well received. He had again stated ACPO's view that any reforms to pay and conditions should be fair and reasonable for police officers.
- 6.7 It was agreed that the President should write to Sir Paul Stephenson and John Yates to thank them for their significant contribution to the police service and the work of ACPO.

Action: President

- 6.8 It was noted that this would be the last Chief Constables' Council meeting for Mr West and Mr Hughes and the President expressed gratitude for their significant contribution to national policing and the work of the Association. In addition, he thanked Mr West for his work on behalf of the Chief Police Officers' Staff Association.
- 6.9 Members were thanked for supporting the recent Conference at Harrogate and there had been much positive feedback received on the quality of debates and presentations. Next year's ACPO Summer Conference was scheduled to take place on 22-24 May 2012.

7. EXECUTIVE DEVELOPMENT PROGRAMME POSITIONING PAPER

- 7.1 Mr Lee introduced a paper on the Executive Development Programme (EDP) Professional Reference Group (PRG). Members were requested to note the following:
- i. Background to the EDP
 - ii. Research conducted in the recent past
 - iii. Proposed way forward for EDP in the short and medium term
 - iv. Links with the Peter Neyroud Review on Leadership
 - v. Programme for 2011/12.
- 7.2 Mr Lee directed attention to paragraphs 6.4 – 6.9 of the paper. Research conducted by Mark Kilgallon highlighted seven broad issues along with six significant challenges and six essential skills. The participants in the research exhibited a preference for several methods by which they could 'pick and choose' an approach to suit them at differing stages of their careers. Mr Lee advocated the value of investing in leadership; however he also emphasised the need for it to be self-funded. The direction of travel articulated in the paper resonated with Neyroud's Review on Leadership and Training.
- 7.3 There was broad support for the paper and agreement with the need to ensure that feedback to the Winsor and Leadership Reviews be shared with the EDP. It was felt that EDP was a beneficial tool in ensuring a greater understanding of the wider implications of the Neyroud Review given the gradual demise of the NPIA. Members recognised the importance of identifying relevant people for courses which would develop them; taking advantage of international training opportunities; and ensuring continual investment on Strategic Command Course (SCC) training.
- 7.4 The following suggestions were made:
- i. Paragraph 6.4 should clearly articulate relationships with media and the language amended or removed as appropriate

- ii. Clarity was required on how the EDP would feed in to the political debate on leadership
- iii. Some Police Authorities were pressing Chiefs to pull out of development programmes and CPOSA would need to ensure appropriate development opportunities were available to all Chief Officers
- iv. It would be useful to have a discussion on the connection between the need to invest in SCC training in order to be an effective ACC and performance related pay
- v. There was a need to decide on where training programmes could be held in future, given the liability attached to the Bramshill estate
- vi. Investment in Senior Investigating Officer and Command and Leadership training from the past 10 years had resulted in improved performance. This could be evidenced by the HMIC to strengthen the case for such development
- vii. There was a need to identify basic training requirements to ensure that the Service did not leave itself exposed to any significant risk.

7.5 Members noted the progress being made with EDP and the content of the Programme of Events for 2011/12.

Item for decision

8. FINAL STATEMENT OF MISSION AND VALUES

- 8.1 Mr Lee introduced a paper which presented a revised statement of mission and values. January 2011 Chief Constables' Council had agreed to develop the National Decision Model (NDM) which had at its core the mission and values of the police service along with a set of risk principles and commitment to the protection of human rights.
- 8.2 The statement of mission and values (SOMV) had been approved by the Professional Practice Steering Group (PPSG) and was a product of extensive consultation with colleagues including the Police Federation and Superintendents' Association. The Police Federation had suggested that traditional language should be reflected in the body of the document whilst the Superintendents' Association felt that the new statement should be adopted rather than mandated upon the police service.
- 8.3 A debate developed on the barriers and opportunities to communicating the statement. Avon and Somerset said that they would not be adopting the revised statement of mission and values and would continue to use the existing version.
- 8.4 Members continued the discussion, raising the following points:
- This was an opportunity for the blue light services to work in better collaboration with each other
 - The revised statement could be shared at the forthcoming Superintendents' Association Conference in September 2011 as well as the joint meeting between the Superintendents' Association and Police Federation on 27 July 2011
 - The revised statement could also be fed into Sir Denis O'Connor's enquiry into the alleged corruption within the police service

- It would be helpful to ensure the support of Unison and the other Police Staff Trade Unions.
- 8.5 Mr Hughes raised a point of concern amongst practitioners regarding the NDM. The model was intended to be as simple and user friendly as possible yet there was some confusion about whether lengthy accompanying documents should all be treated as guidance. Mr Lee clarified that the volume of guidance consisted of only 10 pages, while the e-learning module, which would be developed from the guidance, would only be a single 30-minute training session. Other documentation was intended only as background to those who required it.
- 8.6 Members felt that there was a need to re-state the simplicity of the model and provide practitioners with reassurance over the possibility that the decisions might be challenged by the IPCC and court services. There would be a need to support and keep a close eye on the scrutiny of decisions. It was also noted that there would be merit in reducing the guidance to a 2 page document if at all possible and to ensure that e-learning would be accessible to all police staff and not just police officers.
- Action: Mr Lee**
- 8.7 With the exception of Avon and Somerset Constabulary, the revised statement of mission and values was agreed with the caveat that the commitment to the simple National Decision Model was reiterated.

Item for discussion

9. PARTNERSHIP IMPACT RISK ANALYSIS

- 9.1 Mr Rowley introduced a paper on the growing challenges of maintaining local partnerships in delivering policing services. The paper invited consideration of how evidence could be gathered and how these concerns could be taken forward, including through discussions with the Policing Minister.
- 9.2 In his capacity as ACPO lead for Violence and Public Protection, Mr Moore was taking this area forward. Mr Moore explained that a request had been made to Stephen Rimmer to look into seven areas surrounding safeguarding and public protection. Nick Herbert had since confirmed that these areas were being considered. It was important to consider the impact of partnership working from a multi-agency perspective. Mr Moore confirmed that he would be meeting with the Policing Minister to discuss a way forward.
- 9.3 The following points were raised:
- There was a need for government to take full account of the risks and implications for partnership funding particularly surrounding the introduction of PCSOs
 - Clarity was required on how evidence could be collated given the growing lack of resources within the police service
 - Police and Crime Commissioners (PCCs) would have access to money going into other agencies, such as domestic violence funding being provided to local authorities
 - Local authority funding cuts could result in less money being spent on anti social behaviour or on PCSOs
 - This work could be linked with the future powers of the PCC.
- 9.4 Mr Rowley acknowledged support for ensuring that this work be aligned with that taking place on the wider remit of PCCs, however, there was a pressing need for the Home Office to

consider ways of governing the contribution of all agencies to public safety regardless of which Minister had responsibilities. Mr Rowley confirmed that the paper for the High Level Working Group (HLWG) would be submitted to the HLWG meeting in September 2011.

10. NATIONAL POLICE AIR SERVICE – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

11. STRATEGIC POLICING REQUIREMENT – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

12. REMUNERATION AND CONDITIONS – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

13. ACPO MANUAL OF GUIDANCE ON THE MANAGEMENT, COMMAND AND DEPLOYMENT OF ARMED OFFICERS – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

14. POLICING OF INDUSTRIAL DISPUTES – SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES ATTACHED

15. ANY OTHER BUSINESS

15.1 Update on transfer for funding from Custody to NHS

15.1.1 Mr Whatton informed Members that independent research had identified a significant shortfall of funding. He would write to forces regarding the transfer of funding from forces for custody suites to the NHS. There was a need for this to be considered in an operational as well as in a financial context. Government had agreed to the transfer of responsibilities in full. Members were further advised that Superintendent Andy Hunt had been seconded to progress this area of work and that the post had been fully funded.

15.1.2 Members noted the update.

15.2 Section 60 of the Terrorism Act

15.2.1 Mr Mackey advised Members that legalities around stop and search were now being considered in the High Court in relation to a case involving the MPS but there was a possibility that this could go to the Supreme Court.

15.2.2 Members noted the update.

15.3 CPOSA

15.3.1 Mr Mackey informed Members that Hay Group had been commissioned to work with CPOSA in developing a response to the Winsor Part 2 review in relation to the scope and range of Chief Officer roles. Mr Mackey emphasised the importance of ensuring that the response be appropriate not only in the current climate but also for the next 10-15 years.

15.3.2 Members noted the update.

15.4 Appointment for an Interim Head for ACPO TAM Business Area – See separate Restricted and non-FOI disclosable Minutes attached