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**ASSOCIATION OF CHIEF POLICE OFFICERS OF ENGLAND, WALES
AND NORTHERN IRELAND**

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CABINET MINUTES

**Minutes of the Meeting held at the BT Tower, 60 Cleveland Street,
London W1T 4JZ on Wednesday 5 May 2010 12.30pm**

1. ATTENDANCE

1.1 Present

Tim Hollis	Vice President (Chair)
Keith Bristow	Head of Crime Business Area
Mark Rowley	Head of Futures Business Area
Peter Fahy	Head of Workforce Development Business Area
Sean Price	Deputy Head of Information Management Business Area
Tim Godwin	Head of Criminal Justice Business Area
Grahame Maxwell	Head of Finance and Resources Business Area
Richard Crompton	Head of Citizen Focus Business Area
Margaret Wood	DCC/DAC/ACC representative
Nigel Brook	Senior Police Staff representative/Honorary Treasurer
Peter Neyroud	NPIA Chief Executive
Tom Flaherty	ACPO Chief Executive

1.2 Special Advisers

Andy Trotter	Media Advisor
Edward Solomons	Association of Police Lawyers

1.3 In Attendance for Specific Items

Chris Sims	West Midlands Police
Lee Warhurst	Hampshire Police

1.4 In Attendance

Oliver Cattermole	ACPO Director of Communications
Tom Hollick	Staff Officer to NPIA Chief Executive
Dave Spencer	Staff Officer to the ACPO President
Hayley Mill	Programme Support Assistant
Rose de la Cuesta	A/Programme Support Manager (Minute Taker)

1.5 Members noted the [Rolling Attendance Log](#)

2. APOLOGIES

2.1 Apologies were received from Sir Hugh Orde (ACPO Vice President Mr Tim Hollis acted as Chair), Sir Norman Bettison, Mr Baggott, Mr Hughes, Mr Otter, Mr Finnigan, Miss Beaton, Mr Davies, and Mr Shearer.

3. MINUTES OF THE LAST MEETING

- 3.1 Members agreed the [Minutes](#) of the meeting of 31 March 2010.

4. ACTION LOG AND PROGRAMME SUPPORT UPDATE

4.1. Action Log

- 4.1.1 Members agreed the [Status Report Log](#).

4.2. Programme Support Update

- 4.2.1 Mr Flaherty requested Members to note the Programme Support Update, which outlined details of new commissions and recently published doctrine in April 2010.
- 4.2.2 Mr Neyroud clarified that the Science and Innovation document listed was in fact a strategy. Members noted the contents of the paper.

Item for Information

5. PRESIDENTIAL UPDATE

- 5.1 In the President's absence, the Vice President advised Members that the forthcoming Chief Constables' Council meeting on 15-16 July 2010 would be hosted by the NPIA at Bramshill and that the first day of the meeting would be covering ISIS and the topic of convergence. Members were also informed that ACPO, NPIA and HMIC would be conducting a joint meeting to identify savings on 26 May 2010.
- 5.2 Members noted the update.

6. PROGRESS REPORT ON ANTICIPATED SAVINGS 2010/11-2013/14

- 6.1 Mr Maxwell introduced a [paper](#) which provided Members with an update on the emerging picture relating to anticipated savings across forces and authorities.
- 6.2 Mr Maxwell pointed out that the White Paper identified the need for the police service to deliver at least £100 million cashable savings in 2010/11 financial year and that the service would be expected to deliver £545 million savings per year from April 2011 onwards. Members were also informed that in June 2010, forces would be required to publish their Value for Money (VFM) plans for the next three years, and that an estimated total of £300 million cash savings had already been identified, which currently did not include ISIS or procurement efficiencies.
- 6.3 Mr Neyroud placed significant emphasis on the consistent use by the government of the term 'at least' in reference to savings. Mr Neyroud pointed out that £1 billion savings was already a given, £500 million cashable and £500 million non cashable; however, there was a need to assume that all efficiencies would eventually lead to cash savings.
- 6.4 Mr Godwin informed Members that savings of £200 million would be taken from ISIS and that an additional £500 million of non cashable savings would be extracted from business process improvements, such as QUEST; within the police service and the MOJ, however, these improvements alone would not be sufficient and reductions in police numbers would be needed to manage resources within reduced budgets. He continued by stating that there were significant benefits and savings to be achieved through

improving the Criminal Justice system, stating he anticipated £90 million worth of savings per year in London alone, and that there was an additional £450 million of savings nationwide. Mr Godwin advised Members that he would be circulating a letter stating where additional savings could be secured.

Action: Mr Godwin

6.5 A discussion ensued which raised the following points:

- That real savings were ultimately dependent on losing police officers and that the service's ability to save money, given the current low turnover, was inextricably tied to the development of a redundancy programme; although the forthcoming tax changes might encourage people to leave
- The forthcoming Federation Conference was a good place to initiate some of the debates surrounding financial savings
- There was a need for the police service to consistently reinforce the same points across the full range of different audiences
- The service should clarify precisely what was considered achievable in the current framework and to emphasise that going beyond the existing framework would profoundly affect the organisation and impact significantly on service delivery, especially in relation to neighbourhood policing
- A piece of work was required on viability, as reducing the number of police officers would inevitably entail significant implications for forces' viability. There was therefore a need to consider alternative models, which could be linked to the current work being led by Futures Business Area on the future of policing
- There was a need for corporacy and discipline across ACPO, as the resources available to forces varied considerably and what was achievable or worked in one force might not be repeatable elsewhere
- There might be some merit in making a case for funding to be redirected from MOJ into the police service
- There was a need to develop an ACPO view on pay reductions across all ranks and rewards packages for chief officers. ACPO needed to demonstrate leadership in this area
- Any issues relating to demand and resources and the management of productivity should be highlighted and brought to the attention of Ministers in a responsible way recognising the need for savings across the private sector.

6.6 A further discussion developed regarding the High Level Work Group (HLWG) whereby Members queried who was responsible for tracking the savings identified by the HLWG. Mr Neyroud confirmed that the NPIA was tracking the savings and he suggested that Cabinet be provided with monthly updates on progress.

Action: Mr Neyroud

6.7 Mr Neyroud continued by stating that in year cuts were proposed, and that the NPIA was tasked with finding £25 million additional savings this financial year, on top of the £24 million budget reductions already made on their £400 million budget. Mr Neyroud stated that there was a need to ensure proportionate cuts and to remove floors and ceilings.

- 6.8 Members suggested there was the potential to ensure some savings from CT staff returning to mainstream policing, and it was further suggested that mergers would also lead to savings, but that it was ultimately up to the police service to develop proposals for the consideration of the new government. It was further stated that Police Authorities were increasingly willing to engage in merger debates. Members however acknowledged the need for caution in making promises relating to the speed and cost of mergers, as this would vary considerably and there were also legislative issues which could prevent mergers from taking place.
- 6.9 It was noted that fundamental changes to Regulations and in policy were required at a strategic level to enable Chief Constables to be more radical. Ministers needed to be made aware of the need for Regulations to be more modernised to allow workforce reform, address pay and allowance issues, restricted duties etc. Government needed to take these difficult policy decisions to allow forces to deliver against reduced budgets.
- 6.10 Mr Rowley added that there was a need for views on six to eight issues which would form the basis of ACPO's initial briefing on the matter of policing for the Home Secretary. Mr Rowley explained that he was working on a two page route map which would focus on issues surrounding delivery, cost reductions in terms of the local, risks, structure and governance. He stated that this would need to be followed by more detailed proposals around reductions across all Business Areas. Members recognised that there was a need for consistency and a collective agreement that this was the way forward.
- 6.11 Members noted the update.

7. CRIME AND SECURITY ACT 2010

- 7.1 Mr Bristow introduced a [paper](#) which advised Members of the significant implications that the Crime and Security Act 2010 would bring to the police service, especially in relation to the biometric sampling of arrested persons.
- 7.2 Mr Sims added that he had worked with the Home Office on a series of proposals in developing a legislative response, and although the legislation had been agreed, the commencement order was yet to be agreed.
- 7.3 Members were advised that the main provisions of the Act were related to DNA and fingerprints. The Act would inevitably impact on the current relationship between the police and the prison service and would also lead to the deployment of a new power to collate data from those convicted of serious offences overseas.
- 7.4 Members were also informed that it would cost millions of pounds to upgrade DNA samples and that a strategic project board had therefore been established in this regard. The Board had also been tasked to develop better guidance on interpreting the requirements of the Act and on understanding the business rules around sample destruction.
- 7.5 Mr Sims also drew Members' attention to paragraph 2.9 of the paper and emphasised that forces should continue to maintain existing business processes until directed otherwise.
- 7.6 Members noted the update.

Items for Decision

8. IMPLEMENTING A SINGLE NATIONAL PURCHASING FRAMEWORK FOR THE POLICE VEHICLE FLEET

- 8.1 Mr Maxwell introduced a [paper](#) which requested that Members support a single national framework for the procurement of the police vehicle fleet and for an additional paper to be submitted for the consideration of the next Chief Constables' Council.
- 8.2 Members were assured that the proposal had undergone extensive consultation and that the proposed standardisation would produce an estimated saving of £80 million.
- 8.3 Members supported the framework; however, questions were raised regarding the discounts indicated in the paper, as some forces were already receiving what appeared to be greater discounts.
- 8.4 Members felt there was a need to be clear on costs and to consider what forces actually needed in their fleet.
- 8.5 Mr Maxwell assured Members that he would be checking the issues surrounding discounts in order to clarify if there was any risk of double-counting. Mr Neyroud added that smaller forces would, under this framework, achieve bigger savings than larger forces due to the ability of such forces to negotiate better deals; however, across the service, significant new savings would be achieved. There were also plans to standardise the testing of equipment which, in turn, would lead to further cost reductions.

Action: Mr Maxwell

- 8.6 It was noted that this had involved complex negotiations with specialists across forces and, as further procurement contracts were developed, there would be a need for force specialists to act corporately in the interests of the wider police service.
- 8.7 Members endorsed the implementation of a single national purchasing framework for the police vehicle fleet and the standardisation of police fleets, excluding covert, across the country. Members also agreed that a further paper would be presented at the next meeting of Chief Constables' Council.

9. REVIEW OF DOCTRINE UPDATE

- 9.1 Mr Rowley introduced a [paper](#) which provided Members with an update on the Review of Doctrine. Members were requested to endorse the following recommendations:
 - i. To end the production of hard-copy Guidance by the NPJA and that future materials would be produced online on POLKA only in a slimmed down format, or for mobile data where appropriate
 - ii. The process for decommissioning and merging existing and planned doctrine should be through agreement with Business Area Heads before the next Cabinet
 - iii. That core doctrine would be based around the themes specified in the paper, and a draft would be produced for the next Cabinet using this indicative approach
 - iv. The current confusing terminology, with the exception of statutory

Codes of Practice, would be abandoned in favour of a clear marking and grading system to assist the users

- v. A new commissioning process whereby Business Area Heads could only commission work via the Policing Portfolio Team should be instituted immediately, with PPG taking the final decision as to whether the service needed the proposed product.

- 9.2 Mr Rowley highlighted the difficulties in keeping the balance between Guidance documents and reference materials and that there were a number of overlapping documents which should be considered for consolidation. Mr Rowley asserted the value and the cost reduction benefits of developing online documents via the Police Online Knowledge Area (POLKA) and he advocated the need for a more simplified terminology around doctrine production. Mr Neyroud added that this would be an ideal exemplar to present to Ministers.
- 9.3 Members agreed the recommendations outlined at paragraph 5.1 of the paper, reproduced at 9.1 above. Although it was decided that ACPO Cabinet would need to decide which commissions should be approved for submission to the PPG.

10. VETTING ISSUES – See Separate Restricted and Non-FOI Disclosable Minutes attached

11. DATE OF NEXT MEETING

To be held on Wednesday, 9 June 2010 at 11am at BIS Conference Centre, 1 Victoria Street, London SW1H 0ET

12. DATES OF MEETINGS FOR 2010

To note the dates and venues of subsequent Cabinet meetings for 2010:

At the BIS Building, 1 Victoria Street

Wednesday	7 July
Wednesday	8 September
Wednesday	6 October
Wednesday	3 November
Wednesday	1 December