

**Minutes for the People Policy Network (National)**  
**Tuesday 09 June 2009**  
**11am – 3pm**

<b>Attendance</b>	
<b>Chair</b>	<b>Support</b>
Ann Barnes	Alison Brett

<b>Region / Group</b>	<b>Regional Representative / Member</b>	<b>Support Officer</b>
North East	Ted Cox	Julie Leng
North West	Malcolm Doherty	Miranda Carruthers-Watt
Yorkshire & Humberside	Bill Baugh	
East Midlands	Robert Wootton	Debbie Roe
West Midlands	Jean McEntire	Andrea Gabbitas
Wales	Alun Lewis	Anna Humphries
Eastern		Ronnie Yellon
South West	Guy Wareing	
MPA		Alan Johnson
Virtual Group	Marie Dickie	
NIPB	Rosaleen Moore	Paula Gow
South East	Malcolm King	Lou Parker

<b>Board Members</b>	
Desmond Rea	
Diana Holl-Allen	
Paul Deneen	

<b>APA Secretariat</b>	
Anthony Gibbons	Tom Tyler
Oliver Shaw	
Hannah Sharp	

<b>Apologies</b>	
Board Member	Phil Blundell
South East	Bob Purkiss
MPA	Cindy Butts
Eastern	Benjamyn Damazer
Board Member	Bob Jones

## 1. Welcome and Apologies

The Chair welcomed all attendees to the fourth meeting of the PPNN. All members introduced themselves.

## 2. Minutes 10.03.09

The Minutes of the PPNN meeting held 10 March 09 were endorsed by attendees as accurate and complete.

## 3. Guidance for Independent Members

The group was invited to endorse the draft APA Guidance for Independent Members. Members provided the following comments:

- It was noted that similar Guidance concerning the recruitment of Members to sit on Standards Committees would be welcomed and that Mark Sellwood from Cheshire PA would be interested in contributing if this document were to be produced. Note: This will be passed to Cat McIntyre from the APA Secretariat who coordinates the Standards portfolio.
  - A general point was made concerning the need to have future Guidance documents published in a timely manner. The group noted that there had been a number of unforeseen factors that had contributed to the document being published later than planned.
  - The Monitoring Questionnaire has been updated to incorporate suggestions made by Members.
- **Agreed** – The Guidance on Recruitment of Independent Members was endorsed by the PPNN.

## 4. Updates from Lead Members

Updates were provided on the following portfolios:

### **Olympics Update**

An update on planning for the Olympics was provided by Hannah Sharpe, APA Secretariat

Governance - The 2008 Olympic Safety Security Strategy Steering Group has been replaced with the following Committees / Boards:

- *The Olympic Security Board* - A single Governance Body comprising individuals from departments and agencies involved in delivering and sponsoring Olympic Security Projects.
- *The Olympic Investment and Appraisal and Monitoring Board (OIAMB)* - will evaluate and monitor business cases for Olympic Security projects. This is the key body for bids from Police Authorities seeking additional funding for policing the Games.
- *5 Olympic Security Programme Boards* - these Boards will oversee 5 work streams - Protect; Prepare; Identify & Disrupt; Command, Control, Plan & Resource; Engage. The APA is represented on the work streams 'Plan and Resource' and 'Engage' - both of which have had their inaugural meetings.

There are two current issues for the OSCT/ OSD programme of work which is relevant for the PPNN -

- Mutual Aid – whether the agreement is fit for purpose for national events such as the Olympics. This issue is being considered as part of current negotiations on the Police Negotiating Board (PNB); and
- National Skills Audit - The need for a National Skills Audit to understand what officer skills are available and where there may be skills gaps. OSCT has stated that the next iteration of the National Resource Requirement will be complete by Autumn, providing greater clarity on the numbers needed.

Members raised the following issues:

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- *Abstractions* - The need to ensure that Police Authorities are not left with deficient local numbers of officers in the lead-up to, and during the Olympic period.
- *Venues and training camps* – To ensure there is a national picture of where these will be and ensure Police Authorities are consulted.
- *Health and Safety legislation* – A member sought clarity on a rumour that Health and Safety legislation would be suspended during the Olympics period. Alan Johnson, from the PPN Health and Safety Virtual Group (HSVG) confirmed that this was a rumour and not true.

ACTION			
Ref.	Details	Ownership	Deadline
16/09	The Chair requested that there be a fuller Olympic update incorporating the above issues at the September PPNN Meeting.	Hanna Sharp	22.09.09

### Equalities

The Equalities Update was provided by Tom Tyler, APA.

Tom reported back on the number of Local Policing Plans (LPP) for 2009-10 which include employment targets/objectives for under-represented groups. A headline summary of the 2009-10 objectives included race and gender are shown below. Tom reported that the majority of targets for both race and gender were to achieve an overall workforce strength objective, as well as a significant number of LPPs including a recruitment target for both Black and Minority Ethnic (BME) officers and staff.

Tom confirmed that this information had been reported back to the Ministerial Steering Group, and that the Minister was pleased with the progress made.

	No. of LPP with Objectives	No. with Race Objective	No. with Gender Objective
Yes	<b>35</b>	<b>35</b>	<b>24</b>
No	<b>6</b>	n/a	n/a
tbc	<b>4</b>	n/a	n/a

**Note:** the above statistics includes Northern Island and British Transport Police (BTP).

Tom advised that after a series of setbacks the final draft of the Equalities Strategy should be available for the July 1 APA Board. Members would be able to comment on the strategy from June 20 when the papers are made available.

One Member raised the issue of setting progression targets and noted that this was extremely difficult. He asked what assistance there was to Police Authorities to do this. Tom advised that this was a difficult area and Members could contact the Secretariat in the first instance. Guidance on this matter is being produced and should be available in October, in time for the Policing Plan and Business Planning cycles.

The Equalities Standard has been piloted in eight forces and is due to finish in September. The pilot aims to establish a framework to ensure there is effective monitoring and scrutiny within forces to ensure equalities and objectives are being considered. Tom suggested that the PPNN may want to invite the National Policing Improvement Agency (NPIA) team responsible for the pilot to report to the group in September.

ACTION			
Ref.	Details	Ownership	Deadline
17/09	APA Secretariat to consider inviting NPIA EDHR Unit to present at the next PPNN (Agenda permitting).	APA. Sec	22.09.09

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Tom invited PPNN Members to complete a survey on Autism which is being run by Sheffield Hallam University. An electronic copy of the survey will be circulated with these Minutes.

### Health and Safety Virtual Group

Alan Johnson from the HSVG gave the health and safety update. He talked through a variety of topics that were listed on the HSVG update paper, drawing attention to the Striking the Balance Paper, which aims to take a pragmatic approach to learning the lessons from Stockwell.

Alan also outlined issues concerning noise exemptions for force firing ranges. These mostly involve injuries to officer and staff in firearms training exercises. It was noted that there is a fine line between training for a hazard and being exposed to the hazard.

The issue of shift work was also discussed. Anthony Gibbons noted that shift working has implications for the welfare of police officers and staff, but also the effectiveness of forces in meeting the needs of the public. These include, for example, demand management and safety of staff during travel to and from work. These issues have significant implications for forces, including costs, and are under review within formal negotiating forums such as PNB.

The Chair asked whether the HSVG (as a virtual group) was 'working'. Oliver noted that it was extremely helpful to have group of H&S experts to contact when H&S issues came into the Secretariat.

The Chair and the PPNN publicly thanked Charles Cochrane, Alan Johnson and Brenda Griffiths for their hard work and dedication to the HSVG.

## 5.0 PPNN Work Programme / Update

Work Programme	
Ref.	Update
PP1 – People Matters	<p>The Chair reported on the following progress:</p> <ul style="list-style-type: none"><li>• A review group consisting of the North East, South East and North West Regions had met to discuss how the project can be progressed.</li><li>• The group was aiming to review the document's purpose, audience and structure.</li><li>• The document is likely to be published online, with printable versions to be available.</li><li>• A detailed Documentation Plan is being drafted and will shortly be circulated around the PPNN for comment. The Documentation Plan will provide indicative timeframes for the various Chapters to be reviewed and published.</li><li>• The PPNN will be asked to consider a draft Table of Contents to ensure that all areas are covered, as part of the consultation.</li></ul> <p>As a side matter, Oliver requested that PP10 – Healthy Workforce be removed from the PPNN Work Programme. It was explained that this area of work would be completed when the Health and Safety Chapter of People Matters is produced.</p> <p><b>Agreed</b> - The group agreed to remove PP10 from the work programme in light of this.</p>
PP2 – Tripartite Oversight Group	<p>The Tripartite Oversight Group (TOG) was established to consider issues of retention and progression for BME and under-represented groups. The group was set up following the failure of any BME candidates to successfully make it through PNAC in 2008.</p> <p>The TOG is attended by the South East Region. There have been no meetings since the last</p>

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	<p>PPNN, however the next one is scheduled for June 26. The TOG has a new Chair, Deputy AC Lynne Owens of the MET.</p>
<p>PP3 - SMP Training</p>	<p>An update was provided by the Welsh Regions. This area of work involves gathering case studies on ill health retirement from police forces. The case studies would be de-personalised and used to train Senior Medical Practitioners (SMP).</p> <p>It was reported that contact had been made with Welsh forces and there had been agreement for the case studies to be provided to the NPIA, who are arranging the SMP training. However, clarification was being sought from the NPIA on the exact types of matters the case studies should relate to.</p> <p>It was noted that the forces were asked to respond to the Region by June 10.</p>
<p>PP4 – Stress Management</p>	<p>This area of work is being led by East Midlands and Yorkshire and Humberside Regions and relates to gathering 'best practice' on dealing with Stress Management for Chief Officers.</p> <p>Yorkshire and Humberside noted that the activity is due to be discussed at the Northern Chief Executive's meeting next week.</p> <p>It appears there had been some communication issues in the East Midlands Region. However, Debbie Roe, Chief Executive of Northamptonshire Police Authority agreed to look into the matter.</p>
<p>PP5 – Learning the lessons</p>	<p>This area of work is being coordinated by East Midlands and West Midlands.</p> <p>This area of work is similar to PP4, in so far that Regions are being asked to collate 'best practice' from around the country about how Forces and Police Authorities are implementing the matters listed in the Independent Police Complaints Commission (IPCC) Learning the Lessons Bulletin.</p> <p>The West Midlands Region noted that they have had a chance to see the brief and are initially content that they'll be able to complete the work by the suggested September deadline.</p>
<p>PP6 – IPCC Guidance Review</p>	<p>This area of work relates to contributing to the IPCC review of its statutory guidance. Ted Cox, Member of Cleveland Police Authority, noted that PPNN representatives have attended three meetings where various 'contentious' sections of the revised guidance have been discussed. It was noted that the full guidance draft was due to start its 12 week consultation shortly.</p> <p>Once the consultation starts, copies will be circulated by the APA Secretariat and Members were encouraged to respond.</p>
<p>PP7 – Complaint System Performance Framework</p>	<p>This area of work is being coordinated by the South West, South East and North West Regions. It was reported that all Regions had met with Kathie Cashell from the IPCC to provide some further background and aims of the project.</p> <p>Members were asked to note the following:</p> <ul style="list-style-type: none"> <li>• To ensure their authorities are aware of when their force is expected to implement the framework (dates in PPNN Meeting papers)</li> <li>• Ensure that their Authorities use the performance management findings to assist in their scrutiny role of forces once the results are made available.</li> </ul> <p>The following issues were flagged as potential future issues:</p> <ul style="list-style-type: none"> <li>• Concern was raised about Police Authorities becoming part of the performance framework (to monitor Chief Officer complaints). It was noted this was a proposal that the IPCC are considering but is unlikely to be implemented in the near future.</li> <li>• The APA should encourage HMIC to be light touch on the inspections of forces scoring well in this area and more focused on those performing poorly.</li> </ul> <p>The work group noted that they intend to develop a small briefing document/brief on how the Performance Framework can assist Police Authorities in their governance and monitoring role.</p>
<p>PP13 - Future of Pay and</p>	<p>This is a new work stream introduced by Anthony Gibbons, APA Secretariat.</p>

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Reward	<p>The APA does not have a clear position on the future of pay and reward for police officers and police staff. This is especially evident in tripartite fora, including the Police Negotiating Board where the inability to speak with one, representative and well-informed voice diminishes the APA's ability to effect change.</p> <p>This initiative seeks to remedy this situation by producing a position statement on key issues of pay and reward structures. The statement may include an ideological perspective on issues such as pay discrimination but also comment on more practical matters such as performance related pay. A framework of areas for consideration will be developed for consultation.</p> <p>A group of interested Members has been established and PPNN may be asked to contribute to the work as the statement is developed.</p> <p>Two workshops were undertaken this week to glean initial thoughts from Members on the subject matter and a consultation will be forthcoming.</p>
PP14 - Managing Chief Officer Complaints	<p>This new work stream was introduced by Oliver.</p> <p>This area of work arises from the introduction of the new Misconduct and Performance Regulations following the Taylor Review. Accordingly, this brief proposes that Guidance is produced specifically for Chief Executives / Officers on managing complaints and conduct matters relating Chief Officers.</p> <p>This area of work has support from APACE and PPNN Members will be consulted on a draft version of the document once written.</p>

ACTION			
Ref.	Details	Ownership	Deadline
18/09	PP10 - Healthy Workforce to be removed from the PPNN Work Programme and incorporated as part of the People Matters Review	APA. Sec	N/A
19/09	PP1 to produce a Documentation Plan (with deadlines) and circulate to PPNN for comments	APA. Sec	20.07.09

## 6.0 Training

The report was introduced by Malcolm Doherty and Paul Deneen.

Key points from the discussion included:

- Following the APA restructure, the Leadership and Learning and Development portfolios were handed to the PPNN. However, there are still a number of unresolved issues such as the scope, governance and the day-to-day management of how these areas should be coordinated.
- The paper proposed that the portfolio is structured between 'Leadership' and 'Learning & Development'. The rationale behind this was the entire portfolio was too large to be managed on its own.
- The Paper proposes that Malcolm Doherty (Vice Chair PPNN) oversees the Learning and Development portfolio until a Lead Member for training is appointed in September. Paul Deneen (Co Director, Police National Assessment Centre (PNAC)) is proposed to oversee the Leadership Portfolio given his Leadership responsibilities on the APA Board and involvement with PNAC.
- Oliver explained that the report intended to forge greater strategic links between the work that Members undertake as part of the Leadership and Learning and Development Portfolios. Through the use of formalised governance structures and templates, this would enable an improved communication flow.

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- Paul explained that this paper formalised leadership as a ‘golden thread’ within every aspect of Police Leadership development. It also clarified the responsibilities and reporting lines for APA Members who take on work in the Leadership and Learning and Development Portfolios.
- One Member noted that they were glad to see all strands of Leadership being pulled together.
- Paul noted that the APA’s involvement with PNAC was essential as it cements Police Authorities’ engagement in the process of assessing future Chief Officers.
- There was some discussion around the PNAC process, particularly where Officers are put forward by their Chief Officers as ‘ready now’ and then fail to pass the programme. The failure rate was just over 50 percent in 2008 and this was of great concern to the group.
- It was noted that Sir High Orde from the Professional Reference Group (PRG) had written to all Chief Officers and asked them to be more rigorous in their assessment when deciding which Officers to put forward for PNAC.
- Paul noted that the next areas of work are likely to be around incorporating leadership issues concerning Police Staff and securing greater support for Leadership and Development from the NPJA.

Malcolm posed the following questions to Members:

- **Do Members agree that the PPNN is focused on external Leadership and Learning and Development activities?**

The group agreed that the PPNN’s remit is ‘external’ Learning and Development matters (as outlined in paragraphs 10-13 of the discussion paper) and that internal Learning and Development is the responsibility of the Corporate & Business Policy Network (CBPN).

- **The issue of TRAMLINe and/or Virtual Training Group was discussed:**

- Two Members noted that there had been a request from within their Regions for TRAMLINe or a similar group to be reinstated.
- The suggested format for a new group was to have two meetings per year where Learning and Development Leads could discuss key issues with the Association of Chief Police Officers (ACPO)/NPJA/Her Majesty’s Inspectorate of Constabulary (HMIC)/Skills for Justice (SfJ) and Heads of L&D.
- Members noted that following the APA restructure, any new groups would need to be ‘virtual’. This means they can be managed electronically (i.e. no physical meetings) and with minimal Secretariat support. The process of creating a new group would also require preparation of a business plan for endorsement by the APA Board and Council.
- It was noted that the existing PPNN work programme was already overloaded and whether this was the right time to commission more work, particularly in light of having just agreed a new Leadership and Learning and Development structure.
- A number of key PPNN projects such as the People Matters Review, PNB and Professional Standards Guidance are officially commencing work over this Summer and this will increasingly stretch Secretariat capacity if these projects are to be delivered on time.
- Members were keen to see how the proposals put in the paper ‘bedded in’ before agreeing to start more work on the Learning and Development portfolio.

### **The following was agreed:**

- ❖ No business case would be prepared for a training virtual group at this point in time.
- ❖ The new training structure would be reviewed in the first meeting of 2010.

<b>ACTION</b>			
Ref.	Details	Ownership	Deadline
20/09	Training Structure to be reviewed at the first Meeting of 2010.	All	March 2010

## 4. Presentation from Alf Hitchcock

DCC Alf Hitchcock from the Leadership Development Unit, NPIA came to speak to the group about the National College of Policing Leadership (NCPL).

Alf explained that it was his goal to develop the best policing leaders. He planned to deliver this through:

- Delivering quality products and services
- Immersive learning
- Customer focus – i.e. getting input on what policing leadership should look like from all partners – including the APA; and
- ‘Sharpening’ the services the NPIA provides.

To achieve the above, the NPIA have reviewed the existing mechanisms for getting to Chief Officer Level and how the courses are delivered and what we want from them. Alf commented on the need for ongoing development and reviewing of Leadership programmes. To achieve this, the SCC module on resource management is currently being re-written as well as the organisational management and diversity modules.

Alf discussed two slides from his presentation (attached with these Minutes).

The slide ‘Domains Content’ displays the key skills that leaders across the service require. These are divided into three distinct categories:

- Professional Policing Skills
- Business Skills; and
- Executive Skills

The slide ‘Senior Leadership – the way forward’ displays the ‘flow’ of learning and incorporates all of the key elements in the ‘Domains Content’ slide.

Alf was keen to forge greater links with the APA. He asked the group to consider how we can play a greater role in quality assuring the products being delivered by the Leadership College. The group discussed a number of options as to how the PPNN/APA could better engage with the products and services being delivered by the NCPL. While no single model was settled on, it was agreed that the APA secretariat would undertake further work to address this issue.

The group had a number of questions for Alf:

### **When will the products be delivered?**

Alf explained that it was a challenge delivering to strict timeframes on such a tight budget. However:

- The finance and Planning modules will be delivered in November 2009
- The SCC will be delivered in January 2010; and
- The rest of the package is due between January and April 2010.

### **What will happen with current learning?**

This was one of the hardest issues to overcome and a variety of options were currently being considered. It was likely there would be some transitional arrangements for 18-24 months as the new modules are introduced.

### **What arrangements are being made for Police Staff?**

Police staff will be eligible to undertake the diversity and business skills modules. Alf has had feedback that police staff enjoy doing the operational components of the course as it gives them a better insight into operational policing issues. When asked about Police Authority staff, Alf explained that this issue had not yet been considered in detail.

**Why does the HPDS and NSCAS not currently form a component of the NCPL?**

Alf agreed that they should, and he is currently putting together a business case to bring them under the NCPL 'umbrella'.

**What role will the NCPL play in developing Sergeants?**

Alf explained that feedback from Sergeants is that they are often wary about taking on the command role at critical incidents. The NCPL have developed a Critical Incident Package. It will cover areas such as setting up a command structure and a framework for managing critical incidents.

**Why can't people come out of SCC with a development programme that can be seen by the Police Authority?**

This is a difficult question as most candidates would be unwilling to show a Police Authority what their development needs are in an interview situation.

<b>ACTION</b>			
Ref.	Details	Ownership	Deadline
21/09	APA Sec. to coordinate feedback on the NCPL design.	APA. Sec	July 2009

**5. Any Matters the Chair consider urgent**

The group was asked whether it would be useful to have standing item for the PNB on the agenda. This was agreed.

Anthony Gibbons also agreed to prepare a paper on coordinated appointment rounds from the SCC.

<b>ACTION</b>			
Ref.	Details	Ownership	Deadline
22/09	PNB Update to become a standing item on the PPNN agenda.	O.S.	22.10.09
23/09	AG to prepare a paper on coordinated appointment rounds from the SCC.	A.G.	22/06/09

**Date of next meeting** – 22 September, 11am – 3pm.

## Summary of Actions from PPNN Meeting 09 h 2009

<b>ACTION</b>			
Ref.	Details	Ownership	Deadline
16/09	The Chair requested that there be a fuller Olympic update incorporating the above issues at the September PPNN Meeting.	Hanna Sharp	22.09.09
17/09	APA Secretariat to consider inviting NPIA EDHR Unit to present at the next PPNN	APA. Sec	22.09.09
18/09	PP10 – Healthy Workforce to be removed from the PPNN Work Programme and incorporated as part of the People Matters Review	APA. Sec	N/A
19/09	PP1 to produce a Documentation Plan (with deadlines) and circulate to PPNN for comments	APA. Sec	20.07.09
20/09	Training Structure to be reviewed at the first Meeting of 2010.	All	March 2010
21/09	APA Sec. to coordinate feedback on the NCPL design.	APA. Sec	July 2009
22/09	PNB Update to become a standing item on the PPNN agenda.	O.S.	22.10.09
23/09	AG to prepare a paper on coordinated appointment rounds from the SCC.	A.G.	22.06.09