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THE CASE AGAINST ACPO

A CRITICAL LOOK AT THE ASSOCIATION OF CHIEF POLICE OFFICERS



DECEMBER 2010

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INTRODUCTION

The 349 men and women who comprise ACPO have long since turned away from their traditional role of upholding the law and fighting serious crime, in favour of increasingly blatant attempts to curry political favour with the previous Labour administration, by aligning themselves firmly with that party's political agenda.

Even though it gets a state subsidy, ACPO is run as a private business with an annual income of around £18 million. Its president, Sir Hugh Orde, has £200,000 a year with a police pension.

The news that the virulently anti-British and privately-run Association of Chief Police Officers (ACPO) has spent millions of taxpayers' cash acquiring apartments for their senior staffers' personal use in London has reiterated the necessity for the complete disbandment of the organisation.

The money, amounting to at least £1.6 million every year, is taken out of the £33 million taxpayer grant to ACPO which is meant to be used on "counter-terrorism work." Instead, at least part of that cash has been used to buy apartments for its high-on-the-hog senior personnel to live a life of luxury when they are in London.

To add insult to injury, reports allege that the apartments stand empty most of the time because there is apparently no need for them.

ACPO makes its money from, amongst other things, selling information from the Police National Computer for up to £70 — even though it pays just 60 pence to access those details.

It also markets "police approval" logos to firms selling anti-theft devices and operates a separate private firm offering training to speed camera operators, which is run by a senior officer who was banned from driving. ACPO also advises the Government and police forces on a "number of issues."

It employs a number of former high-ranking police officers on lucrative short-term contracts. Its staff bill is £1.4 million a year — which averages out at £66,000 for each of its 21 employees.

ACPO was set up in 1997, replacing an informal network of police chiefs who decided national policies. In the past two years its influence and public role has expanded to playing a major role in formulating national police policy, advising Ministers and oversaw the development of the National Police Improvement Agency, which ran the controversial DNA database and Police National Computer. Its annual income from project work for the police and Home Office has risen to £15 million, from just £1.3 million in 2005.

Its growth has taken place without any parliamentary debate and without being subject to public scrutiny, and its decisions are largely taken in secret.

ACPO has also been involved in blatant party politics, demonstrating a shocking political bias toward the previous Nu Labour administration, enforced “multi-cultural and diversity” programmes amongst police forces across the country — all funded of course by the British taxpayer.

ABOUT THIS REPORT

Over the pages that follow, we have collected many of the news items, articles and summaries written about ACPO, either from public media sources or from the archives of the Thin Blue Line site. <http://theinbluelineuk.blogspot.com>

Hugely unpopular with the Conservatives when they were the Shadow Government, ACPO have done little since the arrival of the Coalition Government to improve the regard with which they are held.

ACPO as an organisation is a massive drain on public funds. The question must be asked and answered – “DOES ACPO SERVE A LEGITIMATE INDEPENDENT PURPOSE AND MORE IMPORTANTLY, DOES THE MASSIVE EXPENDITURE REPRESENT VALUE FOR THE TAX PAYERS MONEY THAT FUNDS IT?”

We would argue that ACPO as a group has become a divisive self-serving organisation that has proven time and time again, that it does not meet the high standards the public would expect of its most senior police officers. Riddled with controversy over recent years, as the following pages will illustrate, ACPO has become an embarrassing stain on the character of the police service. They have repeatedly betrayed the rank and file officers who serve under their command and numerous examples of profligate spending does not sit comfortably with the public in the current financial climate.

Whilst the articles you will read here may refer to individuals, it is the activities of ACPO as a group that give greatest cause for concern. We can think of many examples of individual Chief Officers who are a credit to their rank, force, junior officers and the public they all serve. However, much of the good work that is done by these officers is seriously at risk of being undermined by the continued existence of ACPO in its present format.

The time has come for this unelected, unsupervised and powerful body to be brought to heel and replaced with a legislatively-controlled organisation which can be called to account for its activities.

ACPO BETRAY THE TROOPS

<http://thinbluelineuk.blogspot.com/2010/08/disgraceful-acpo-betray-frontline.html>

ACPO BETRAY THE TROOPS



[AGAIN!]

In yet another example of ACPO using the Home Office and the media to deflect attention away from their own [nefarious conduct](#) they submitted a [secret document](#) to the Home Secretary suggesting, among forty-nine recommendations, that the pay and conditions of the federated ranks be dramatically slashed. Police chiefs submitted the secret document to the Home Office ahead of severe public spending cuts, suggesting that hundreds of millions of pounds could be saved by overhauling the long-established “Spanish practices”.

They hope that front-line jobs can be saved by cutting the £450million a year overtime bill and other “out-of-date” rules on pay and conditions.

Under the plans, overtime rates would drop from twice the regular pay to time-and-a-half for working on public holidays. But the Police Federation, which represents rank and file officers, said the plans, disclosed on Thursday, was “appalling” and warned they would drive experienced police out of the job.

A source said that, if all the cuts were implemented, an officer who had served for 12 months in his current rank could be up to £5,000 worse off a year. The leak, to the industry magazine *Police Review*, has caused a major row. It is an inauspicious start to what are expected to be bruising negotiations between the federation, police chiefs and ministers in

coming months and it looks ACPO are hell bent on bolstering the 'us & them' rift between frontline police and public, created by successive governments.

Convenient that they have the ear of the Home Office and that this document should be "leaked" to the press, when the front liners have no such channel.

It is ACPO that conveniently didn't tell the [Police Federation](#) that they had done it. It was ACPO that met with the Police Federation and the Superintendents' Association, pleading for unity to resist the Government's plans for elected commissioners to replace police authorities – after they had submitted their plans. A small number of chief constables helped the ACPO president, Sir Hugh Orde, to write the document in a week, so that Sir Hugh could then dash off for his annual leave.

Paul McKeever, chairman of the Police Federation of England and Wales, said: "We are extremely disappointed that such an important paper has been leaked into the public domain, causing much anger and distress amongst police officers throughout England and Wales. While on first reading much in the paper is to be commended, there are many areas of very real concern which we strongly oppose and will seek to address on behalf of our members.

"While I do not believe this is the right way to do business, it is intrinsic that at a time of great uncertainty and constraint all policing bodies work together openly and transparently to ensure the future of policing in England and Wales is shaped by police officers, not individuals, for the benefit and safety of the public. We are currently in discussions with (ACPO president) Sir Hugh Orde and we hope that our concerns will be fully addressed on his return from annual leave."

For an indication of the front line reaction to the secretive, if not furtive release of this document [click here](#)

HOW HAVE ACPO BETRAYED THE RANK AND FILE?

The manner in which this document has been leaked is far more deceitful and represents more of a betrayal than may first be supposed. It can be no coincidence that the document entered the public arena within hours of press coverage of "[Rows over Bonuses](#)" fed once again by ACPO.

The timelines spell out the story.

In 2002/3 David Blunkett, then Home Secretary, introduced to offer incentives for police performance. Five types of bonus were available, including extra payments for officers who show "professional competence" or carry out "demanding work".

In January 2009 [Heather Brooke](#) the reporter who broke the MP Expenses scandal, together with [Sean O'Neill](#) the crime editor at the Times, issued freedom of information

requests of all 43 forces. A [secretive bonus scheme](#) had been set up to reward the country's top 300 police officers, paying out hundreds of thousands of pounds every year. In some cases the bonuses were awarded on the basis of "self-evaluation" by chief constables. Critics claimed that the payments were further evidence of what was called a "gravy boat" at the top of policing. The police chiefs who accepted bonuses not only refused to reveal the amounts, but also declined to say what they were for. ACPO Intervened and the FOI requests were thwarted.

What about the rights and freedoms of taxpayers to know how their money is spent? What about knowing the criteria on which these bonuses are awarded? Are chiefs paid for achieving political goals? For decreasing crime statistics? For increasing the number of ethnic minority officers? We just don't know.

By this time the Chiefs had been receiving the bonuses for 6-7 years. Plenty of time you might think, for them to raise objections about the immorality of such payments.

On January 24th 2009 Peter Fahy, Chief Constable of Greater Manchester [called for an end to the bonus scheme](#) which has paid out thousands to top-ranking officers. Chief constables can receive bonuses worth up to 15% of their salary, deputy chiefs up to 12.5% and assistant chiefs 10%. These bonuses are dependent on the individual performance of the chief officers and how they lead their forces towards achieving national and local objectives. But Mr Fahy said: "Many chief constables profoundly disagreed with this because achieving the bonus might introduce an element of personal interest in how police policies were implemented. "Also, whenever a target is achieved it is usually because many members of staff have been involved in the effort. No-one does policing because of the money." According to the Times, bosses at Greater Manchester Police received bonuses of more than £53,000 in a year. It also reported that following the Freedom of Information requests being repeated via the police authorities, that bonuses under the scheme for Norfolk Constabulary were £25,600, Devon and Cornwall's amount was £20,000 and Hertfordshire's figure was £13,300. Norfolk and Greater Manchester police authorities confirmed their totals, but Devon and Cornwall and Hertfordshire police authorities said they could not confirm their figures. The paper also said that Strathclyde Chief Constable Stephen House - the most senior officer in Scotland - was paid a bonus for his first six months in post while North Wales Chief Constable Richard Brunstrom was given £14,249.07.

The Metropolitan Police Authority (MPA) said it paid bonuses totalling £190,935 to 35 senior staff in 2006/2007.

Over a year later, bonus payments were, and are still being paid to Chief Officers.

The cat was well and truly out of the bag even before we wrote our [first article on this on 9th December 2009](http://thinbluelineuk.blogspot.com/2009/12/top-cops-pay-crime-scandal.html) <http://thinbluelineuk.blogspot.com/2009/12/top-cops-pay-crime-scandal.html>

In May 2010, we published the first of three further articles - [TOO MANY CHIEFS? PART 1 - THE BONUS SCANDAL EXPOSED](#)

Introducing the full report we wrote "The arrival of a new Liberal/Tory Government committed to opening the books of public sector profligate spending has resulted in Senior Police Chiefs hitting the headlines this week, protesting that the gravy train bonus scheme they have enjoyed was "forced upon them".

How things changed since last year when ACPO intervened to stop The Times finding out which chiefs were receiving bonuses

On 18th May 2010 Sir Paul Stephenson, the Metropolitan Police commissioner called for the [bonuses for all police officers to be scrapped](#) to repair public confidence in the service.

On 14th August 2010, the [most recent attempts](#) by the ACPO to denounce the bonuses they have enjoyed for SEVEN years hit the headlines. Private sector-style bonuses have "no place in policing", chief constables have said amid [reports officers received more than £150m last year](#) The payments have always been "anathema to policing", said ACPO head Sir Hugh Orde. (*'ANATHEMA' - A curse, a detested or loathed thing*). For something that was so detested, so loathed, considered so much of a curse, it must have been awful for them to have to tolerate it for 7 years!

Decisions on bonus payments are made by individual chief officers but many, including ACPO vice president Tim Hollis at Humberside Police and the Metropolitan Police Commissioner Sir Paul Stephenson, have refused to accept them.

Sir Paul has said he has turned down more than £100,000 in bonuses since 2005. We can't help but wonder if he was actually offered twenty five grand a year? If so, is it documented or is this a calculation based on his basic salary?

However, five chief officers at Northumberland Police have reportedly shared £115,000 between them. More than 500 senior officers receive payments for targets worth a reported £1.5m per year.

Amid growing anger over bonus payments in the public sector, the most recent FOI figures disclose that performance bonuses for superintendents, who earn around £70,000 a year, are worth an annual £2.5 million and have risen by 70 per cent since 2007 in some forces.

Although many chief constables, their deputies and assistants are now refusing to accept their bonuses, half are still receiving an average £11,000 based on their performance, the figures show.

Five chief officers at Northumbria Police shared performance-related bonuses last year of £115,500.

In neighbouring Durham, one chief picked up an £18,700 bonus in 2009-10; in South Wales another received £14,300, and in South Yorkshire four senior officers shared £69,000. Despite Sir Paul Stephenson telling The Daily Telegraph in May that all types of police bonus should be scrapped to prove that officers were motivated solely by their duty to serve the public, according to the 2009-10 figures, the Met remains one of the worst offenders for paying bonuses at a senior level.

Superintendents and chief superintendents who earn a performance-related bonus receive, on average, £3,000 a year on top of their salary of £62,000 to £78,000. In the Met, Britain's largest force, 136 of the highly ranked officers shared £567,000 in bonuses – a 70 per cent rise since 2007-8.

"All that's necessary for the forces of evil to win in the world is for enough good men to do nothing." Edmund Burke (British Statesman and Philosopher 1729-1797)

How these words ring true when applied to many of the upper ranks of British policing.

Where were the protestations and signs of dissent when the bonuses were introduced and for the 7 years many of these fat cats have been gleefully riding the gravy train and happily taken their millions in this orchestrated, deceitful practice. Yet another example of the ACPO ranks using the media to protest their innocence about the bonus schemes. More smoke and mirrors to suggest that this was forced upon them by the Labour administration. HOGWASH! Sorry chaps... **TOO B****Y LATE!** Forgive us if we don't believe a word of it.

"EVIDENCE OF RECENT COMPLAINT" - If the Chief Officers that have benefitted so extravagantly from these bonuses possessed an ounce of honest decency, they would have rejected the bonus payments in their entirety from day 1. Only now, when they are looking to ingratiate themselves with the new Government, do they protest that bonuses were a divisive anathema.

AND WORSE

The disclosures in this article and previous reports we have published from these pages detail some of the extravagances that have surfaced to date. Knowing that they have accepted these payments regardless of the recent protestations, ACPO now commits the ultimate betrayal of deflecting the attention away from their activities to issue this secret document without consulting the rank and file, and guess who and what is the target of their attention?

YOU GOT IT! The frontline officers who benefit legitimately from the extra hours they have to work just to provide us, the tax paying public with the basic police service. Who got the management of resources so badly wrong in the first place, resulting in less than 10% of warranted officers employed in visible policing? **YEP**, those very same ACPO Officers.

To quote from Sir High Orde in the introduction to the "secret document" : ***"The police service of this country is used to dealing with crisis; it is what we do. Normally they are of the operational kind so well illustrated by recent events in Cumbria and Northumbria. However, the current challenge is one that is shared by the whole public sector. In short, we are facing the most severe cuts in living memory".***

So Sir Hugh, can we expect to see ACPO lead by example?

The evidence to date suggests not.

To the policing Ministers that read these pages, the rank and file officers of this country and the tax paying public urge you to start your cuts AT THE TOP, with these very ACPO Officers. A good place to start would be those officers who are paid more than the Prime Minister.



1st
Metropolitan
Sir Paul Stephenson
Commissioner
£280,489



2nd
Metropolitan
T Goodwin
Dep Commissioner
£246,969



3rd
West Yorkshire
Sir Norman Bettison
Chief Constable
£217,956



4th
Metropolitan
J Yates
Asst Commissioner
£211,624



5th
Cleveland
Sean Price
Chief Constable
£208,690



6th
Metropolitan
C Allison
Asst Commissioner
£204,882



7th
Northumbria
Michael Craik
Ex Ch Constable
£204,701



8th
ACPO
Sir Hugh Orde
President
Former C.C.
Police Service of
Northern Ireland
£202,500



9th
Metropolitan
Rose Fitzpatrick
Temp Assistant
Commissioner
£196,396



10th
Metropolitan
Alisa Beaton
Director of
Information
£189,896

The ACPO private 'boys club' :-

- Are paid high performance target bonuses, often linked to decreases in crime.
- Manipulate or condone the fiddling of crime & detection figures on which these outrageous bonuses depend. The practice is called 'Gaming' and is well documented and has been conveniently overlooked by Her Majesties Inspector of Constabulary.
- Secretly pocket bonuses and perks, such as private health care and car allowances worth tens of thousands of pounds.
- Earn excessive salaries – approximately 5 or 6 times the national average wage, many earn more than the Prime Minister.
- Are proportionately too large as a group, draining essential front line resource funding with their scandalous bonuses & perks.
- Direct street-duty officers to concentrate on higher volume 'advantageous' misdemeanours where a detection is certain.
- In doing so, they divert front line attention from more urgent calls for assistance to the public.
- Pay lip-service to what the public really want, blaming front liners when their latest schemes and mad cap projects fail to deliver.
- Suck-up to their current political masters by concentrating too heavily on diversity issues and crimes.
- Are too politically influenced and immersed to provide an independent police service for the public.
- Complain about being "politicised", yet make statements intended to support this government policy or undermine that one.
- Could frequently be found at Home Office press conferences and their comments are often helpfully attached to government press releases.
- Flood the streets with PCSO's – a cheaper option than fully empowered police constables.
- Are profligate and wasteful with public funds, wasting millions on projects & benefits for senior officers (ACPO & NPIA).
- Are financially incentivized and motivated to the detriment of the public interest and grass roots policing.
- Maintain an unhealthy degree of secrecy about matters of public interest.
- Dictate national policing policies via their unaccountable private clubs – ACPO & the NPIA

FOOTNOTE 1

A well written article on this subject, informed and reasoned is worth a read at <http://thethinkingpoliceman.blogspot.com/2010/08/police-bonuses.html>

FOOTNOTE 2

Police Oracle post their account on the leaked document fiasco today 18/8/2010
http://www.policeoracle.com/news/Concerns-Voiced-Over-Leaked-ACPO-Document_25837.html

Concerns Voiced Over Leaked ACPO Document

17-Aug-10

Fed Chairman calls for explanation after members were not consulted about pay and conditions recommendations.....

The Chairman of the Police Federation of England and Wales is calling for a meeting with ACPO President Sir Hugh Orde amid controversy over a leaked association consultation paper.

In an interview with PoliceOracle.com, Paul McKeever said he wanted an explanation as to why the restricted document – details of which appeared in the press last week – were not made available to the Federation before being sent to the Home Office.

The ACPO paper – which was submitted before the release of the government’s Policing in the 21st Century consultation document – contains recommendations about how savings could be made, includes changes to the current regime of overtime and a review of the rank structure.

Among the proposals are the reduction of overtime payments on public holidays from double time to time-and-a-half and the scrapping of the minimum four-hour payment paid on rest days, public holidays and recalls to duty.

The document also suggests that a raft of additional payments and performance related pay schemes could be scrapped to realise “immediate cash saving measures”.

While accepting that the vast majority of the document covers familiar themes, Mr McKeever said 12 of the recommendations are “hugely detrimental to members”.

The Chairman said: “There was absolutely no consultation with us at all over this, and it has caused a great deal of distress to rank-and-file officers.

“While on first reading much in the paper is to be commended, there are many areas of very real concern which we strongly oppose and will seek to address on behalf of our members.” He added: “The way this matter has been handled is not the way to do business. You have to have some sort of consultation with all ranks and I will be speaking to Sir Hugh Orde and asking for a meeting with him.

“It is intrinsic that – at a time of great uncertainty – all policing bodies work together transparently to ensure the future of policing in England and Wales is shaped by police officers, not individuals, for the benefit and safety of the public.”

However ACPO Vice-President Tim Hollis said that the Association had been asked to put its views to the government ahead to the release of the Policing in the 21st Century Consultation paper last month. He stressed that the Association had “always held the Police Federation in high regard”.

He added: “In these challenging times it is particularly important that ACPO, the Federation and the Police Superintendents’ Association work together closely.

“ACPO acted swiftly to initial requests to inform the debate prior to the government’s formal consultation on policing. Since then the Home Office has published Policing in the 21st Century as a consultation document.” Mr Hollis concluded: “ACPO is currently working on a formal response to this consultation and we will, of course, discuss our response with our policing partners.”

***So, no apology to the Federation or to the rank and file members you have upset in the process and whose interests you ignored when you leaked this document?
No surprise there then.***

<http://thinbluelineuk.blogspot.com/2010/08/case-against-acpo.html>

THE CASE AGAINST ACPO

TUESDAY, 17 AUGUST 2010

THE CASE AGAINST ACPO



Following on from our last article about the betrayal of the frontline police troops by ACPO, we discovered a site called "[HMP Britain](#)" who has also thrown their focus on the activities of the boy's club association and its members.

The following article is extracted straight from their pages, so any credit or criticism for its content should go to the authors.

ACPO—the Association of Chief Police Officers—was recently reported as holding a £500k “champagne gala” whilst 28,000 Police Officers face redundancy. What follows is HMP Britain’s Case against ACPO.

ACPO is against Liberty

Labour, with ACPO lobbying, passed laws to advance Britain along the road to a police state. ANPR, DNA retention, and the introduction of Tasers are just some of the policies ACPO have helped craft.

ACPO is a self-serving Lobby Group

Many of Labour’s policing laws were effectively written by ACPO and designed to serve the interests of ACPO’s elite against the interests of the taxpayer. The Criminal Justice and Police Act (2001) is a prime example: under this legislation, ACPO staff—and remember ACPO is a private company—became [entitled to expensive gold-plated civil service pension](#).

Their lobbying also extended to power grabs: the [Police and Justice Act \(2006\)](#) mandates ACPO Ltd must be consulted prior to changes in certain police powers. It also requires a representative from ACPO to be one of the National Police Improvement Agency. (*Article written before the announcement that the NIPA would be broken up*). The codes regarding [PACE](#) may only be modified with ACPO consultation.

Police Reform Act (2002) granted ACPO extraordinary powers: it made ACPO the only private corporation whose employees can hold the office of police constable. [Section 96](#) of the Police Reform Act (2002) grants the President of ACPO the powers of arrest and powers of a Chief Constable.

ACPO has more money than it can spend

ACPO has £15 million in cash at the bank and has an income of approximately £10 million per year. It has various commercial activities: it accredits burglar alarms, sells (and promotes) [its own accreditation service](#) for the Community Safety Accreditation Scheme and makes a profit each year in excess of £300,000 by holding an annual conference. ACPO also has a sizeable property empire but refuses to say how large it is. It is known that a small subdivision of ACPO—the Terrorism & Allied Matters Committee—[spends £1.3 million on luxury apartments for its members](#).

ACPO is highly political

Police officers are forbidden by law from joining a political party and [diligently avoid accusations](#) of political bias. The same cannot be said of Chief Police Officers and ACPO.

In an interview on Radio 4's Today, the President of ACPO, Sir Hugh Orde, [threatened to resign](#) if Conservative Plans for elected Chief Constables became law.

In 2007, then-President of ACPO Ken Jones [spoke out](#) in support of the Government plans—opposed by the Conservatives—to increase pre-charge detention beyond 28 days.

This led to the Conservatives writing in a [private election note](#) of ACPO giving “political cover to the Labour Government repeatedly and consistently” and engaging in “gratuitous photo calls” with Gordon Brown and other ministers. It goes on to say it “shows almost no criticism of the current Government”.

ACPO is a Secretive Private Company

ACPO president Sir Hugh Orde has acknowledged that its role as a private company was “uncomfortable” and Her Majesty's Inspectorate of Constabulary, the police watchdog, has said its ‘status as a private limited company ‘cannot continue’.

Despite receiving much public funding, responsible for senior appointments in quangos and helping the state draft legislation, ACPO is immune to Freedom of Information laws and is not bound by the usual rules of the civil service, despite receiving many of its perks.

If ACPO were to be brought into the state and its civil service, a justifiable question would be **what is the difference between the APA, NPIA (NPA?) and ACPO, and do we really need it?**

AND TO THIS WE ADD OUR OWN

ACPO ARE A SELF SERVING, DECEITFUL, SECRETIVE OLIGARCHY (Self-appointed non democratic organisation), AND DISLOYAL TO THE ROOT AND BRANCH OFFICERS THEY ARE SUPPOSED TO LEAD WITH HONOUR

[In our article this week](#) We quoted yet another example of ACPO using the Home Office and the media to deflect attention away from their own nefarious conduct, by submitting a secret document to the Home Secretary suggesting, among forty-nine recommendations, that the pay and conditions of the federated ranks be dramatically slashed.

It is ACPO that conveniently didn't tell the Police Federation that they had submitted the document, leaving no opportunity to consult with the rank and file representative body. It was ACPO that met with the Police Federation and the Superintendents' Association, pleading for unity to resist the Government's plans for elected commissioners to replace police authorities – after they had submitted their plans.

Paul McKeever, chairman of the Police Federation of England and Wales, (quite rightly in our view), said: "***We are extremely disappointed that such an important paper has been leaked into the public domain, causing much anger and distress amongst police officers throughout England and Wales. While on first reading much in the paper is to be commended, there are many areas of very real concern which we strongly oppose and will seek to address on behalf of our members. While I do not believe this is the right way to do business, it is intrinsic that at a time of great uncertainty and constraint all policing bodies work together openly and transparently to ensure the future of policing in England and Wales is shaped by police officers, not individuals, for the benefit and safety of the public.***"

ACPO have shown by their arrogant disregard for the welfare and views of the policing frontline that they are out to protect their own individual interests before anyone else, including the front line officers and the general public they are supposed to serve.

ACPO have apparently stated that they believed incentive bonuses to be divisive. (Despite the fact that many senior officers took them without complaint for 7 years anyway!). If anyone should know the definition of the word 'divisive' it is those ACPO officers who have participated in this scurrilous, deceitful, secretive act of outright betrayal. **SHAME ON YOU.**

As a group, ACPO have shown that they cannot be trusted to stand alone as the authoritative voice of British policing. Any organisation that fails to listen to the views of its root and branch staff, those who experience the real problems and use their initiative to overcome them, is destined to lose the confidence of their 'customer', in this case the British public. It is time that the grass roots officer was given a voice and the recognition the role and its experience deserves. In any future reforms, the Federation should take its place alongside ACPO (should it survive), in any negotiations and consultations with the Government and elected officials. The front line should not be placed lower down the priority list; it should be up there, with equal ranking to ACPO with an equal voice, presented in unison, as one body. The current state of affairs, where ACPO have all the power, authority and political interference must not be allowed to continue. They and their actions have been instrumental in the loss of confidence from their officers and the public. They must accept this point if the service is to move forward.

Senior Officers and the rank and file must be reconciled as one service. It must not be acceptable that the Federation hear about important decisions from leaked documents or other sources. They must be a visible part of the process, not merely an afterthought. This will take a monumental shift of culture from the Chief Officers, to accept. This is an essential element in achieving reforms that will last. If they fail to do this, this Government will spend its administration umpiring the contrary view of ACPO and the frontline.

SHOULD THE FEDERATION HAVE PARITY WITH ACPO ON POLICE REFORMS?

THURSDAY, 2 SEPTEMBER 2010

SHOULD THE FEDERATION HAVE PARITY WITH ACPO ON POLICE REFORMS?



THIS ARTICLE IS IMPORTANT TO EVERY RANK AND FILE POLICE OFFICER.

We have all witnessed the ACPO leaking of the "[Secret Document](#)" to the Home Secretary suggesting, among forty-nine recommendations, that the pay and conditions of the federated ranks be dramatically slashed. Police chiefs submitted the secret document to the Home Office without reference to the Police Negotiating Board (PNB) and without reference to the Federation and oblivious to the rights of rank and file officers.

We wrote about it first on Thin Blue Line and then in our article "The case against ACPO" Readers may recall it was ACPO that conveniently didn't tell the Police Federation that they had done it. It was ACPO that met with the Police Federation and the Superintendents' Association, pleading for unity to resist the Government's plans for elected commissioners to replace police authorities – after they had submitted their plans.

It is time that the rank and file officer was given a voice and the recognition the role and the experience deserves. In any future reforms, the Federation should take its place alongside ACPO in any negotiations and consultations with the Government and elected officials over police reform. The front line should not be placed lower down the priority list; it should be up there, with equal ranking to ACPO with an equal voice, presented in unison, as one body. The current state of affairs, where ACPO have all the power, authority and political interference cannot be satisfactory.

Senior Officers and the rank and file must be reconciled as one service. It cannot not be acceptable that the Federation hear about important decisions from leaked documents or other sources. They must be a visible part of the process, not merely an afterthought. This will take a monumental shift of culture from the Chief Officers, to accept that this is an essential element in achieving reforms that will last. If they fail to do this, this Government will spend its administration umpiring the contrary view of ACPO and the frontline.

On prior track record, at the very least ACPO have shown themselves to be self-serving, manipulative, deceitful and disloyal to the rank and file whose trust they should be looking to rebuild. If the federation were granted parity with ACPO in any future negotiations, there

might be a chance of some fair play being dished out when the reform proposals are presented.

As a result of our article on the [Oracle Forum](#) there are some serious irregularities that raise considerable cause for concern about the structure and membership of the PNB.

The Police Negotiating Board

According to the [PNB website](#) The Police Negotiating Board (PNB) was established by Act of Parliament in 1980 to negotiate the hours of duty; leave; pay and allowances; the issue, use and return of police clothing, personal equipment and accoutrements; and pensions of United Kingdom police officers, and to make recommendations on these matters to the Home Secretary, Secretary of State for Northern Ireland, and Scottish Ministers. It is governed by a Constitution ".

Section 61 of the Police Act 1996 states:

The Police Negotiating Board for the United Kingdom

(1) There shall continue to be a Police Negotiating Board for the United Kingdom for the consideration by persons representing the interests of—

- (a) the authorities who between them maintain the police forces in Great Britain and the Royal Ulster Constabulary,
- (b) the persons who are members of those police forces or of that Constabulary or are police cadets,
- (c) the Commissioner of Police of the Metropolis, and
- (d) the Secretary of State, of questions relating to hours of duty, leave, pay and allowances, pensions or the issue, use and return of police clothing, personal equipment and accoutrements.

The latest constituents of the PNB are:

Official side (Full PNB):

- Secretaries of State (Home Secretary, Secretary of State for Northern Ireland, Scottish Ministers)
- The Association of Police Authorities of England and Wales (including one member representing the Metropolitan Police Authority)
- The Convention of Scottish Local Authorities
- The Northern Ireland Policing Board

- ACPO : Association of Chief Police Officers (to include the Metropolitan Police Commissioner)
- Association of Chief Police Officers in Scotland – ACPOS

Staff Side (Full PNB)

- Chief Police Officers' Staff Association (England and Wales) - CPOSA
- Scottish Chief Police Officers' Staff Association - SCPOSA
- Police Superintendents' Association of England and Wales
- Association of Scottish Police Superintendents
- Superintendents' Association of Northern Ireland
- Police Federation of England and Wales
- Scottish Police Federation

Police Federation for Northern Ireland

Now, according to The Association of Chief Police Officers (ACPO) own website,

"ACPO is not a staff association (the separately constituted Chief Police Officers' Association fulfils that function). ACPO's work is on behalf of the Service, rather than its own members. The Association has the status of a private company limited by guarantee. As such, it conforms to the requirements of company law and its affairs are governed by a Board of Directors."

The 'separately constituted Chief Police Officers' Association', however does not appear to have its own website and we can find very little information about them.

Similarly ACPOS state on their website "We are an independent organisation registered in Scotland with Companies House (company number SC310956) as a company limited by guarantee. We are also a charity registered in Scotland (no. SC039323)."

Again the SCPOSA does not have its own website and we can find very little information about them.

Section 64 of the Police Act 1996 states

Membership of trade unions:

(1) Subject to the following provisions of this section, a member of a police force shall not be a member of any trade union, or of any association having for its objects, or one of its objects, to control or influence the pay, pensions or conditions of service of any police force.

(3) If any question arises whether any body is a trade union or an association to which this section applies, the question shall be determined by the chief registrar of friendly societies.

(5) Nothing in this section applies to membership of the Police Federations, or of any body recognised by the Secretary of State for the purposes of this section as representing members of police forces who are not members of those Federations.

ACPO's objectives are stated on their website:

"ACPO's objectives do not include "to control or influence the pay, pensions or conditions of service of any police force."

All of this raised some questions:

(1) If ACPO's objectives are not "to control or influence the pay, pensions or conditions of service of any police force." then what purpose, role or use do they have in sitting on the Official Side of the PNB? As far as I can see they cannot make any contribution to negotiations without their members being guilty of contravening Section 61(1) of the Police Act 1996.

It seems abundantly clear that by virtue of these submissions, ACPO are proposing to control and influence the pay pensions and (in other sections) the conditions of service of police forces. Albeit that they may say that these were submissions to the Home Office only, by failing to include the other members of the PNB they have acted in isolation which suggests they are more concerned with satisfying political masters than abiding by police protocols. Without scanning the full constitution of the Police Act, (which I will leave to the federation) I could not confirm that a prima facie contravention has occurred. On the face of it though, it appears most likely.

(2) In any case how can Chief Officers sit on both the Official Side (as ACPO) and the Staff Side (as CPOSA)? Is there not a conflict of interest there? Which is the subgroup of the other? Is ACPO a subgroup of CPOSA or is it the other way round? Who controls who? Either way there must be partiality involved. Why for instance can't a subgroup of Superintendents, or a subgroup of the Federated Ranks, also sit on the Official Side?

We have not been able to locate any official trace of the constitutional format of CPOSA. Companies House searches, Trade Association directory searches have proved fruitless. We find references to Senior Officers being the regional representative for CPOSA but to date we've been unable to get any further. Again, this is a question we will put to the federation. They must have some constitutional information so we can check if there is a conflict issue, which it would seem there is. It seems rather pointless having a staff side and an official side if both sides can have representatives and if it is correct that federated ranks can only sit on one side yet Senior Officers can sit on both reveals yet another anomaly.

(3) If a group of Chief Officers have decided to form a private company, why is that company allowed to take part in any negotiations involving the terms and conditions of police officers who are public servants?

The decision to form a private company would have had a degree of appeal only if the intentions were to disguise or conceal some of its activities as far as we can see. This is clearly the allegation that is facing ACPO and there may well be substance to the allegations. The evidence revealed in the media and as per our reports certainly seems to support this suspicion. (The uncontrolled and unaccountable spending is just one example). The present format of the PNB seems to allow for ACPO to be represented. But their status does present a serious cause for concern and potential embarrassment for them.

(4) Which Home Secretary actually authorised the membership of ACPO on the Official Side in the first place?

The first annual report of the PNB covers the period 11 February 2000 to 4 April 2001. The Home Secretary from 2 May 1997 to 8 June 2001 was Jack Straw under Tony Blair's Labour administration.

(5) If Chief Officers sit on both the Staff Side as CPOSA and the Official Side as ACPO, how can any discussions between the Staff Side members, i.e. the Federation, the Superintendents and Chief Officers are conducted in confidence? !!!!

In our view, they can't.

No doubt the abuse of these principles is what Paul McKeever is most aggrieved with.

THE SECRET ACPO DOCUMENT

A major cause for concern we would say is Recommendation 26:

"There are real concerns that the antiquated manner of operating that exists within PNB at the current time will not be capable of delivering at speed and thus will inhibit the ability of the Service and government to rectify existing issues and ensure the necessary flexibility that will be required to manage the workforce through this difficult and challenging period of critical workforce reform".

Recommendation 26: ACPO accordingly urges the replacement of PNB with a pay review body.

Our fear for the rank and file here is that the PNB may indeed be antiquated, but specifically, why would it not be capable of delivering at speed etc? This whole section stinks to high heaven of a "rush through" job to show the Government how powerfully and

effectively ACPO can effect required cuts. However, this is at the expense of the federated ranks and the non-federated ACPO ranks remain unaffected and ring fenced. Rushing through a replacement review body suggests the PNB doesn't permit the flexibility that ACPO would want with engineering cuts to federated pay, and by replacing it with a pay review body where they would wish to exercise tighter controls.

One industrious and keen officer over on the Oracle forum has dug his heels in and contacted the PNB for clarification of some of these issues. Here is an extract:

THE POLICE NEGOTIATING BOARD (PNB)

From: XXXX

Sent: 26 August 2010 12:19

To: Blase Bill (OME)

Subject: Enquiry re constitution of PNB

Dear Sir,

I am interested in the history and constitution of the Police Negotiating Board and have downloaded your first Annual Report 2001 which includes Appendix E Short History of the Police Negotiating Board and also PNB Circular 01/19 which provides the revised Constitution published in August 2001. I was hoping you could clarify a couple of points:

I have noted that in the revised Constitution, the list of members of the Official Side (Full PNB) includes the Association of Chief Police Officers (ACPO) (incl the Met Pol Com) and Association of Chief Police Officers in Scotland (ACPOS).

I have also noted that the list of members of the Staff Side (full PNB) includes the Chief Police Officers Staff Association and the Association of Chief Police Officers in Scotland. According to the Association of Chief Police Officers (ACPO) own website,

"ACPO is not a staff association (the separately constituted Chief Police Officers' Association fulfils that function). ACPO's work is on behalf of the Service, rather than its own members. The Association has the status of a private company limited by guarantee. As such, it conforms to the requirements of company law and its affairs are governed by a Board of Directors."

The 'separately constituted Chief Police Officers' Association', however does not appear to have its own website and I can find very little information about them.

ACPOS similarly state on their website "We are an independent organisation registered in Scotland with Companies House (company number SC310956) as a company limited by guarantee. We are also a charity registered in Scotland (no. SC039323)." There does not appear to be a separate 'Chief Police Officers' Association in Scotland'.

Can you clarify why ACPOS in particular (because their specific name appears) can sit on both the Official Side and the Staff Side of the PNB? Is there not a conflict of interest there? Also if a group of Chief Officers have decided to form a private company, why is that company allowed to take part in negotiations involving the terms and conditions of police officers who are public servants?

Can you also clarify whether the Chief Police Officer's Association and the Chief Police Officers' Staff Association are one and the same or different entities? I can understand the presence of this body on the Staff Side but can't understand why a subgroup, or perhaps all of them, would want to form a private company called ACPO or ACPOS, and be given the right to sit on the Official Side also.

I hope you can throw some light on this area for me.
Thank you

And this is the reply that was received:

Dear Mr X

The Chief Police Officers Staff Association (CPOSA) is constituted separately from ACPO. The Chairman of CPOSA is Paul West (Chief Constable of West Mercia Police), and any enquiries about the association should be directed to him.

Concerning ACPOS, to the extent that there is any potential for a conflict of interest, it is for the Independent Chair of the Police Negotiating Board (PNB) to manage this in a way which upholds the public interest.

Any representative body needs to have legal personality to operate effectively. The structure of a company limited by guarantee is used by many charitable and other organisations for this purpose.

Yours sincerely
Bill Blase
PNB Independent Secretariat

First impression? What a fudge of an answer. Did you think the same?

Until they show that CPOSA is a formally structured entity, to outward appearances it just seems like a bunch of Chiefs who have gathered together in an unofficial club with an official sounding name. Who could blame anyone for supposing this, when there is no website, no trace of them on companies' house and no open declaration of their status?

This raises the question.... If they have no legal status what the heck are they doing on the PNB staff side? Indeed, what is the justification for their presence on either side of the PNB as a persona non grata group? Call me a suspicious cynic (wouldn't be the first time) but it looks like a surreptitious ploy to place a set of spying representative eyes within the camp of

the staff side.

Interesting that he should direct the writer to Paul West, a Chief Constable for clarification. Perhaps it is hoped that this will discourage the majority from asking the awkward questions that need to be asked.

John Randall is the Independent Chair of the PNB. The Chairman is appointed by the Prime Minister. The role of the Chair is to "supply a neutral, independent voice in the negotiations and to assist in bringing the parties to agreement, through support, informal mediation and conciliation". As best as we can make out from the site, he has been Chair for 6 years (2004). He is a member of the Labour party. Our guess is that he might obfuscate when confronted with the conflict of interest question.

We hope we're wrong, but let's think this one through. He was appointed by Tony Blair whilst labour was in power. Randall is a member (not merely a voter) of the labour party. This is the labour party who are under such attack for the manner in which they have let policing deteriorate and elitism (ACPO) proliferate. We would be surprised if he could ever be classed as politically independent and would expect him to be defensive about having allowed CPOSA to remain on the PNB under his watch. Perhaps the question we should be asking is how a paid up political member can ever be viewed as independent? We know that ACPO have been party politically biased toward Labour (I have written about their allegiances previously) mainly because their self-serving interests were best served under Labour, whereas they were treated with an indifferent political attitude by prior administrations.

An independent status that is suspect is hardly in the public interest as Blases' second paragraph suggests.

"Any representative body needs to have legal personality to operate effectively. The structure of a company limited by guarantee is used by many charitable and other organisations for this purpose".

Quite right. So shouldn't CPOSA have a visible legal personality to back this up? Otherwise, we must question their integrity and motives for having a presence on the PNB. With regard to the reference to a company being limited by guarantee (ACPO), this is nothing more than a smokescreen to disguise activities. Otherwise, they would be open to freedom of information requests, which up until recently, they have resisted. Indeed, Heather Brooke, the journalist who broke the MP scandal and Sean O'Neill (Times Crime Editor) had their FOI requests about Chief Officer bonuses blocked by ACPO. My guess is that they felt the hierarchy of the police was too powerful an animal to take on. However, the Telegraph was more successful, but only when it became clear that labour were on their way out. Again, we have written about this on this site and in our reports.

All in all, this is a very sordid and clandestine arrangement.

A few summary points to consider:-

1. It is time that the Police Federation were granted full parity with ACPO on matters as sensitive as Police Reform, pay and pensions
2. ACPO should not be permitted to submit proposals to the Home Secretary on matters relating police pay, pensions and even reforms, without the prior input of the federated rank and file representation.
3. The status of ACPO as a company limited by guarantee MUST be questioned and sorted
4. The constitutional and legal status of CPOSA must be confirmed, transparent and legal
5. The PNB should not be chaired by an individual who is a paid up member of any political party. The chairman must be totally INDEPENDENT.
6. There should be distinctly separate sides on any board that negotiates pay. There should be a "Staff" side and "Official" side, whose members are truly representative of the bodies they are accountable to.
7. It cannot be right that CPOSA (representing Chief Police Officers) have a presence on the staff side of the PNB.
8. Private companies and groups of individuals without a visible legal entity or formal constitution have no proper place in these discussions.

Until these fundamental principles are corrected, the interests of rank and file officers will be compromised.

We will be asking the Police Federation to contribute their views on the matters contained within this article and to the Police Reform Debate.

For matters that affect the rank and file officer, isn't it time the Police Federation were given equal parity to ACPO so that a balanced and collective police voice is presented?

20 THINGS YOU WON'T HEAR FROM ACPO

SUNDAY, 27 JUNE 2010

20 THINGS YOU WON'T HEAR AT ACPO THIS WEEK



1. Elected commissioners are the best thing since sliced bread
2. It's time everyone knew how much of a fiddle our bonus is. We've tried to cover our tracks in the media by saying we don't want them now the Conservatives are in power. We should have refused them point blank six years ago, but instead we jumped on the gravy train.
3. Let's cut the barmy ideas & get back to basic common sense policing
4. There are too many ranks above Chief inspector, lets chop some
5. We are mainly responsible for the bureaucracy, the more layers we create, the more valuable it makes us appear. Muck only rolls downhill.
6. We're paid so much its embarrassing, please pay us less
7. The APA, ACPO & the NPIA are jobs for the boys that serve little value & waste millions of public money
8. We should be completely transparent and accountable
9. We've all been fiddling crime statistics & detections for so long; we've forgotten how to do it legitimately
10. We're massively top heavy with civilian staff, we can manage with a fraction of what we do & police officers could do most of the jobs better anyway
11. Merging forces would mean fewer senior officers; it would save millions and provide a better service to the public
12. The performance targets brought in by the last Government were ill conceived but they allowed us to construct our bureaucratic empires rather than democratic forces
13. We've been guilty of forcing flavour of the month projects on the frontline without asking if they thought they had any merit. Then, when projects failed, we blamed them, introduced others, frequently contradicting the purpose of the failed projects.
14. Receiving £18 million a year from the Home Office, we, the officers of ACPO admit to publicly and privately lobbying against key Conservative issues, going far beyond our role. Despite claiming to be independent, acting in the public interest, we displayed political preference by showing almost no criticism of the Labour administration.
15. We have encouraged ACPO to become a self-perpetuating oligarchy where our members achieve their leadership through selection from within the already established members. Therefore, an oligarchy is actually a form of shared dictatorship in which the people, be that

the public or frontline staff no say in our governance. This is of course, the opposite of democracy, but hey, we're ok and we can spin the media anything.

16. The 349 ACPO ranks could be cut by two thirds and save upwards of £20million for the tax payer without any discernable effect on policing.

17. The £125million in cuts announced by Nick Herbert is perfectly achievable. We can deliver them with no impact on the frontline. We can reduce PCSO numbers by 4,263 (26%) save £125,017,200 or reduce civilian staff by 3,764 (4.58%) save £125,079,800 or improve our non-staff purchasing, reducing it by 4.66% saving £125,008,020

18. If we admitted that we've been poor at managing our resources, we could take massive leaps forward by releasing thousands of desk bound officers back to frontline policing at no extra cost to the tax payer.

19. Frontline response is more important than any other area. We should spend one full week every month on a real shift with Inspectors, Sergeants & PC's, doing the job with them, to see how we can get back in touch with what they need to do the job.

20. Saving the best till last and to finally display how out of step we really are, we'll have a slap up "jolly" this week at our annual ACPO bash. We'll present the worlds media with a line that 28,000 police face the axe because of the cuts but hey, who cares? We'll still blow half a million quid on our three day bash. We'll tell 'em it's all paid for by sponsorship and delegate fees, which will make it alright won't it? The Daily Mail has let our cat out of the bag at <http://www.dailymail.co.uk/news/article-1289878/As-28-000-police-face-axe-chiefs-blow-500k-champagne-gala.html#ixzz0s2CE5fwM>

So, a couple of hundred ACPO "Nero's" fiddle whilst British Policing soldiers on without them.

When will these guys wake up?

Certainly not before they've had their jolly that's for sure. Have a read:-

Britain's top police officers will spend half-a-million pounds of taxpayers' cash on luxury hotels and a champagne gala just days after the Government ordered savage police budget cuts.

The huge outlay is for the annual conference of the UK's most powerful policing body, the Association of Chief Police Officers (ACPO).

Chief Constables and senior officers will be treated to champagne and strawberries dipped in chocolate at the three-day affair.



Three-day jolly: Manchester's Lowry Hotel, where officers were wined and dined as part of the £500k event

The policing organisation, which trades as the private company ACPO Limited, is funded with £10million from the taxpayer.

The conference comes as a confidential ACPO document suggests that 28,000 frontline police officers could be axed and replaced by cheaper civilian staff.

*As police forces across the country face the threat of budget cuts and job losses, '**not-for-profit**' ACPO stands to make about £200,000 from the event at Manchester Central Hall – adding to the £395,000 'surplus' it made from similar events in 2008 and 2009.*

The revelation will increase pressure on the organisation which is in charge of everything from anti-terrorism policy to speed cameras, and is already facing major questions over how it is run.

ACPO is under fire after revelations that it is:

Selling information from the Police National Computer for up to £70 a time – even though it pays just 60p to access details.

Marketing 'police approval' logos to firms selling anti-theft devices.

Operating a separate private firm offering training to speed-camera operators.



It has also spent millions of pounds meant for counter-terrorism work on luxury London flats for senior officers.

Sir Hugh Orde, the former Northern Ireland Chief Constable who became ACPO President last year, is also facing questions over his future after he threatened to quit if the Tories came to power.

Sir Hugh Orde is paid £183,000-a-year on top of a police and civil service pension to run the self-styled 'global brand name'.

But despite Sir Hugh's pledge to reform the organisation, last year it had

an income of more than £10 million – almost all of it from the taxpayer – and an incredible £15 million cash ‘at hand’ in its bank account.

Sir Hugh put himself on a collision course with the Tories when he attacked their proposal to introduce directly elected police commissioners.

*One senior officer who is due to attend the conference said: ‘**Sir Hugh lost face over this and has quietly signalled a U-turn. Powerful people are referring to him as a lame duck.**’*

Mrs May is also determined to apply the 25 per cent cuts outlined in last week’s Budget.

It is already feared large numbers of officers will be axed and police stations shut to make the savings.

An internal ACPO ‘Insight’ report suggests ‘modernisation’ could replace 28,000 beat officers with civilians.

As the most senior of Police Officers in England & Wales, the public might have expected them to set the right example, that they are committed from the top to controlling costs so that minimal adverse effects are passed down to frontline policing. Yet again we see that our police Chiefs have yet to grasp the point - "The King is dead - Long live the King"

The days of profligate spending under labour are over. This is the tax payer’s hard earned money you have been wasting all these years, not the bottomless pit of some multinational plc. You must now prove to the country that you are capable of living within your means and delivering the service you know full well you can. The public confidence you say you seek so earnestly will never be rebuilt whilst you, the figureheads, are showing such a flagrant disregard for costs.

Should Sir Hugh offer to resign, it should be politely accepted by the Home Secretary. The same goes for any other Chief Constable who believes that the public cannot be trusted to have a say in how they behave. The sooner we clear the decks of the inveterate quangocrats and bureaucrats, the better for everyone and the sooner we can get some common sense decisions made by common sense coppers who are in touch with the frontline and what the public really want from their police service.

Have a look at these related articles on other police blog sites :-

<http://hogday-afternoon.blogspot.com/2010/06/acpo-support-trading-standards-and.html>

<http://inspectorgadget.wordpress.com/2010/06/27/acpo-fiddle-while-rome-burns/>

With thanks to Inspector Gadget, a few comments from the frontline in case you missed them on his pages

From Jimbo

Nice to see our taxes well spent-

http://www.acpo-apa.co.uk/files/apa_acpo_programme.pdf

Champagne receptions in 5* hotels makes my blood boil. We're lucky to get a sandwich and bottle of water on a pre-planned EDL march that lasts 16 hours.

Also why on earth would anyone want to sponsor ACPO events? I mean I thought all our contracts had to be put out for tenure and things.....

.....

From Hugh Janus

As a retired cop after 32 years' service, I am now a local authority officer and have recently completed a course run by the N.P.I.A., on the much vaunted accreditation scheme. What a total load of 'Horlicks'. There was little or nothing in the training on how to apply the law, only repeated buzz phrases such as "Key Individual Networks."

The course was totally patronising, with no real test of an individual's knowledge on the subjects that had been taught.

When I speak to officers today, many seem to have little knowledge of the law or their powers. Doubtless this is resultant of the demise of the regional police training centres.

N.P.I.A. = National Police Inability Agency.

.....

From Hugh Janus

In my 32 years in policing, I saw that the majority of people in A.C.P.O. were just a bunch of sycophants who had little idea how to provide the public with a good policing service. A large number of them only have their own interests at heart.

Unfortunately I have seen degeneration in policing standards over many years, largely due to bad leadership and poor supervision.

I have seen the introduction of what is laughingly called the National Police Improvement Agency that in my view has led in many cases to a lowering of standards.

I am now employed by a local authority, in a law enforcement role and regularly work alongside police officers and P.C.S.O.s. The majority in the lower echelons are as good as they ever were, but many of the senior officers are almost anonymous. The Chief Constable has been in post for two years. Usually, in my experience, on arrival a new Chief Constable would tell the public what his aims and objectives were and make some effort a leading his officers. This guy rarely gives interviews to the media and seems to do little to inspire his team. It seems like he has reached the top and now just wants to see out his time to get his excellent pension, then go.

It's all gone horribly wrong and it is difficult to see how anyone can stop the rot. It certainly isn't the service I recall.

.....

From Spartan Cop

I predict that recruitment will be frozen, all those on 30 plus will be given 28 days' notice and those that have continued over 30 years will be required to leave. Those that are

restricted and not fit for purpose will also be forced to leave. This will be in place for several years which will account for the 28,000 being axed.

84% of police budgets are on wages and if we are having budgets cut by 25% this is what is going to happen.

The civvies will be culled in there thousands and we will actually have to focus on policing which is what should be happening anyway.

As for ACPO, they will also be culled with the merging of Forces which is long overdue. But they will get a nice large pay off to go. We will then change everything back.

.....

From TheBinarySurfer

The frontline has overall gone from being tough but rewarding to a crock of shit with the occasional rewarding bit from what I hear, with the resulting shafting of morale added to by the piss-poor 'leadership' (sorry you're not a leader in my book if you do it via memos / emails from an office) from many at the higher levels.

.....

From kas

From WASTING POLICE TIME:

'The Government is spending lots of money on the police, and there are lots more officers now than there used to be... The problem is, hardly any of those new coppers are actually out on the streets policing. Some hardly ever see daylight, but spend their careers behind desks, sending emails, implementing strategies and holding meetings about meeting targets. Those of us who do occasionally leave the nick are back as soon as we've arrested anyone to spend the next six hours filling in forms.'

.....

From frontrowhero

As gadget keeps saying we have loads of coppers, just way too many in weekday none jobs. We could probably cut a few, not 28k though.

I know of a shift that got 100 allocated crimes this week of E/T to investigate (if you can call it that). All that for 9 yes NINE officers, and add to that what they pick up responding to stuff. I would love to see some of the non-jobs take up the slack instead of making it worse; let's get back to big shifts with a few experts within the shift.

FRH

Oh and bin acpo

.....

From 24/7 Inspector

Any views on this theory:

ACPO are putting out scare stories to the tune of 28,000 officers because they MUST (surely?!) realise that their own very feathered positions have got to be prime for consideration of being targeted?

Even by taking just two small-medium forces and merging them, they'd be able save considerable sums (millions) in the medium term and in the short-term, the savings would pay for (most of) the merger. Repeat that over the country and the amount saved starts to stack up, but if we didn't have 43 Chiefs, but say 9 or 10? There's a few quid there?!! Even if there is a confidential document, I wonder how it got leaked from an organisation that is supposed to embody the professionalism of managing secret, confidential and restricted information? Might it be to be the fear-of-God up the Daily Mail readership?! But might it be, that the thought of losing SO may police officers, might be one of the final arguments to suggest we need to lose ACPO and replace it completely, following a serious restructuring of forces that puts a lot of these people into retirement?

I'm grateful for one thing, though they're probably always going to need frontline PCs, Sergeants and Inspectors to run the 24/7 part of policing regardless of the lunacy breaking out everywhere else!

.....
From Bewildered

It is pretty sickening isn't it? If you could point to some fantastic outcome from these jollies then fair enough. But you never can. Don't forget to add the costs of all the first class rail fares or chauffeur driven car journeys or travelling in job expensed over-spec'd cars to the cost of this essential networking opportunity, never mind the hours spent which they could have used to do something useful in. Oops, forgot, ACPO can't actually do anything useful.

.....
From RocketDodger

How can it be funded by £10 mil of OUR money yet still be a private company (making a profit etc) ?? They should change it from ACPO to OUT

Overpaid, Underachieving T*****s

.....

ANONYMOUS CONTRIBUTION FROM A CONCERNED POLICE OFFICER

We would like to extend our sincere thanks to the officer who contributed the piece that follows. The officer must remain anonymous for fear of career reprisals within his force. However, the points he makes over the following pages are important, in the public interest, and we feel should be brought to public attention. The content is a valuable addition to the Challenge to ACPO.

Challenge to ACPO

ACPO were established in 1948 and are a *Private Limited Company*. In 1997 ACPO was incorporated as a private company limited by guarantee (see Annex A) As a private company, ACPO does not have to comply with the Freedom of Information Act.

It is not a staff association, the staff association for senior police officers being a separate body, the Chief Police Officers Staff Association (CPOSA).

On reading Annex A, ACPO should actually use the full term of 'ACPO Ltd'

As a limited Company all members of ACPO should have to apply (using their own rules imposed upon the rest of the service) to register membership as a business interest.

All ACPO meetings should therefore be conducted in the members own time & expense and not time paid for by the Police Authority (Taxpayers money)

All members who attend the ACPO Conference should attend in their own time at their own expense.

Facilities should be given as per Trade Union & Staff Association meetings for Chief Officers to attend the Chief Police Officers Staff Association (CPOSA).

A Private Limited Company **CANNOT** claim to be the voice of the Police Service (who are Crown Servants), by the very fact that they are a *Private Limited Company*, just as Protec Shield or Aegis Engineering could not make the claim.

The change in structure from a "band of volunteers" to a limited company allowed the organisation to employ staff, enter into contracts for accommodation and publish accounts. However, the current president has stated that he is uncomfortable with the current limited company arrangement and that he is willing to debate alternative structures.

A number of options have recently been considered for the status of ACPO, including charitable status, but that particular option has been discounted.

Chief constables and Commissioners are responsible for the direction and control of policing in their force areas. Although a national body and recognized by Government for consultation, ACPO has no powers of its own, nor has any mandate to instruct chief officers (What is the point of this- Every Chief Officer can make his own ACPO policy, even if the other 42 CC's disagree with it). However, the organisation allows chief officers to form a national policy rather than replicate the work in each of their forces. For example, in 1981, following riots in twenty-seven British cities, including the [1980 St. Pauls riot](#) and the [1981 Brixton riot](#), ACPO began preparation of the [*Public Order Manual of Tactical Operations and Related Matters*](#). Police forces began training in its tactics late in 1983.

As of March 2010 there are 349 members of ACPO.

ACPO receive a grant from the Govt of approx. £18m per year from the home office.

This amount is paid from tax payer's money to a private limited company.

If the Police Federation were to receive a similar grant per member based upon its membership (140,000) it would receive £7,220,630,372 (7Billion) from the home office.
A staggering sum.

All Police Forces are now looking towards cost cutting. ACPO have set out in their document that Pre-enrolment learning is the way forward and that all future recruits to the service should pay their way. ACPO use a figure of £1200, which would save the forces some money, ACPOs figures need looking at because they do not seem to take account that Officers will be eligible for Independent patrol payments earlier in their service.

Therefore as the PNAC course is actually used as a tool to recruit ACC's & DCC's, future ACPO members (members of a Private Ltd Co), this should not be funded by the tax payer but like new recruits Chief Supts should actually fund this course themselves, a figure of £10,000 would seem fair. The same argument can be used as for university students, i.e. A longer working lifetime in the police service and greater potential earnings (chief officers pay) to justify the price of the course. This would then make the system fair.

Links in this document:-

http://en.wikipedia.org/wiki/Company_limited_by_guarantee

http://en.wikipedia.org/wiki/Freedom_of_Information_Act

http://en.wikipedia.org/wiki/1980_St._Pauls_riot

http://en.wikipedia.org/wiki/1981_Brixton_riot

ANNEX A

In [British](#) and [Irish company law](#), a **private company limited by guarantee** is an alternative type of [corporation](#) used primarily for [non-profit organisations](#) that require [legal personality](#). A [guarantee](#) company does not usually have a share [capital](#) or [shareholders](#), but instead has members who act as guarantors. The guarantors give an undertaking to contribute a nominal amount (typically very small) in the event of the winding up of the company. It is often believed that it cannot distribute its [profits](#) to its members but (depending on the provisions of the articles) this is not actually true. However a company limited by guarantee that distributes its profits to members would not be eligible for charitable status.

Until 1981, it was possible in the United Kingdom to form a guarantee company with share capital.

Like a private company limited by shares, a company limited by guarantee must include the suffix "Limited" in its name, except in circumstances specifically excluded by law. One condition of this exclusion is that the company does not distribute profits.

Common uses of guarantee companies include [clubs](#), membership organisations, including [students' unions](#), residential property management companies, sports associations (such as the [PGA European Tour](#)), workers' [co-operatives](#), other [social enterprises](#), [non-governmental organizations](#) (NGOs) and charities (such as [Oxfam](#)). The railway infrastructure provider [Network Rail](#), domain name registry [Nominet UK](#), [England and Wales Cricket Board](#) and [IXPs](#) LINX ([London Internet Exchange](#)), and [LONAP](#) (London Access Point) are also companies limited by guarantee. [Australia](#) also has companies limited by guarantee, [Cricket Australia](#) being one example.

When incorporating multi-stakeholder organisations, this form is sometimes preferred over the [industrial and provident society](#) because company law allows multiple classes of member with separate voting constituencies. Under section 5 of the [Companies Act 2006](#), new companies cannot be formed as a company limited by guarantee with a share capital; which makes this type of company unsuitable for commercial enterprises.

Links in this Annex

<http://en.wikipedia.org/wiki/Corporation>

http://en.wikipedia.org/wiki/Non-profit_organisation

http://en.wikipedia.org/wiki/Juristic_person

<http://en.wikipedia.org/wiki/Guarantee>

[http://en.wikipedia.org/wiki/Capital_\(economics\)](http://en.wikipedia.org/wiki/Capital_(economics))

<http://en.wikipedia.org/wiki/Shareholder>

[http://en.wikipedia.org/wiki/Profit_\(accounting\)](http://en.wikipedia.org/wiki/Profit_(accounting))

<http://en.wikipedia.org/wiki/Club>

http://en.wikipedia.org/wiki/Students%27_unions

http://en.wikipedia.org/wiki/Companies_Act_2006

TOP COP PAY & BONUS SCANDAL

MONDAY, 15 NOVEMBER 2010

TOP COP PAY & BONUS SCANDAL - CHIEFS STILL RECEIVE £2.2MILLION IN BONUSES



The screenshot shows a MailOnline news article. The headline is "Police chiefs still pocketing five-figure bonuses despite thousands of officers at risk of losing their jobs". The byline is "By REBECCA CAMBER" and it was last updated at 4:23 AM on 15th November 2010. There are 270 comments and an "Add to My Stories" button. The article text includes: "Police chiefs are still pocketing five-figure bonuses despite the fact thousands of officers are at risk of losing their jobs. In the last three years more than £2.2million has been paid in bonuses to chief constables, their deputies and assistants, new figures show. Northumbria Police acting chief constable Sue Sim netted the biggest payout to any serving officer this year. More than £33,000 was paid out to the top officer, who faced criticism over the handling of the Raoul Moat investigation after the gunman was able to hide for days in a storm drain underneath officers' noses while on the run from shooting a policeman, his ex-girlfriend and killing her new lover. The latest figures, obtained under the Freedom of Information Act, show that some officers have even seen their bonuses increase during the recession."

In December 2009, [we wrote about how the Chief Police Officers](#) were riding the gravy train of exorbitant bonuses. This is despite many of them already receiving [basic salaries](#) that exceed that of the Prime Minister.

If the [article in today's Daily Mail](#) is correct, many of these officers are continuing to show a flagrant disregard for the present economic climate. This will widen still further the divide between the Chiefs and the rank and file and looks set to create a furious backlash from frontline officers, the media, Government ministers and the general public alike.

What is truly sickening, is that these same officers will happily screw the system for all its worth, and yet will not protect the 143,000

rank and file officers who protect the public in all hours and in all weather, day in day out. They proved their disregard and disloyalty toward their fellow officers when [ACPO secretly delivered a document](#) to the Home Office containing 39 recommendations to rip apart the pay and conditions of the federated ranks, without reference to the police federation or other members of the proper pay negotiating board.

In the last three years more than £2.2million has been paid in bonuses to chief constables, their deputies and assistants, new figures show.

Northumbria Police acting chief constable Sue Sim netted the biggest pay-out to any serving officer this year. More than £33,000 was paid out to the top officer, who faced criticism over the handling of the Raoul Moat investigation.

The latest figures, obtained under the Freedom of Information Act, show that some officers have even seen their bonuses increase during the recession.

At Merseyside Police, chief officers received £45,192 this year - up from £33,714 the previous year. The payments included £22,178 to Chief Constable Bernard Hogan-Howe, who retired earlier this year.

The bumper bonuses at a time when forces are facing huge cutbacks have provoked fury amongst rank and file officers. Police chiefs have also been blasted by their own association for accepting performance-related pay.

Paul McKeever, chairman of the Police Federation for England and Wales, said: 'We have been opposed to bonuses from the start. Bonuses for chief constables are unpopular with our members but they are also unpopular with the public. These bonuses are being paid at a time when forces are facing cuts of 20 per cent and some frontline officers are effectively facing redundancy.'

In Northumbria, the figures, which relate to payments made in the financial year of 2009-2010 for the previous year's work, show that more than £500,000 was paid out to top officers this year on top of their wages. That compares to £700,000 in 2008.

At North Wales Police, chief officers' bonuses have almost doubled from £24,045 three years ago to £42,342 last year. That includes £17,515 paid to former Chief Constable Richard Brunstrom.

At Cleveland, chief officers received £49,000, including £20,000 paid to Chief Constable Sean Price, who earns a salary of £130,000.

Durham Police Chief Constable Jon Stoddart received £18,765.

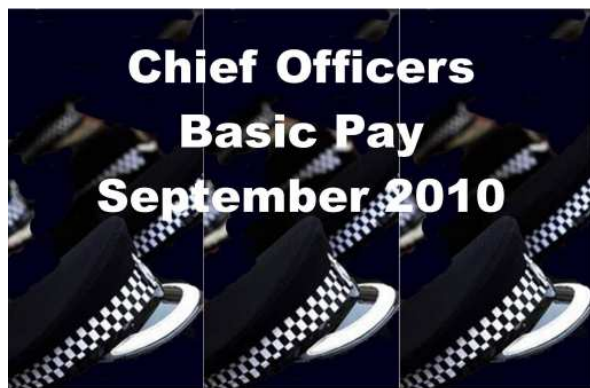
Metropolitan Police Commissioner, Sir Paul Stephenson has reportedly turned down more than £100,000 in bonuses since 2005. We can't help but wonder if he was actually offered twenty five grand a year? If so, is it documented or is this a calculation based on his basic salary?

However, five chief officers at Northumberland Police have reportedly shared £115,000 between them. More than 500 senior officers receive payments for targets worth a reported £1.5m per year.

Amid growing anger over bonus payments in the public sector, the most recent FOI figures disclose that performance bonuses for superintendents, who earn around £70,000 a year, are worth an annual £2.5 million and have risen by 70 per cent since 2007 in some forces.

Although many chief constables, their deputies and assistants are now refusing to accept their bonuses, half are still receiving an average £11,000 based on their performance, the figures show.

Five chief officers at Northumbria Police shared performance-related bonuses last year of £115,500.



Force	Chief	1st Sept 2009	1st Sept 2010
Metropolitan	Sir Paul Stephenson	£253,620	£260,088
Metropolitan	Deputy Commissioner	£209,382	£214,722
Greater Manchester	Peter Fahy	£176,943	£181,455
Metropolitan	Assistant Commissioner x 4	£176,943	£181,455
West Midlands	Chris Sims	£176,943	£181,455
West Yorkshire	Sir Norman Bettison	£165,147	£169,359
City of London	Michael Bowron	£156,900	£160,902
Thames Valley	Sara Thornton	£156,303	£160,290
Merseyside	Jon Murphy QPM	£153,351	£157,260
Northumbria	Sue Sim (Temporary)	£153,351	£157,260
Hampshire	Alex Marshall	£150,399	£154,233
Devon & Cornwall	Stephen Otter	£147,456	£151,215
Kent	Ian Learmonth	£147,456	£151,215
Lancashire	Steve Finnigan	£147,456	£151,215
Avon & Somerset	Colin Port	£144,510	£148,194
Essex	Jim Barker-McArdle	£144,510	£148,194
South Wales	Peter Vaughan	£144,510	£148,194
South Yorkshire	Meredydd Hughes	£144,510	£148,194
Sussex	Martin Richards	£144,510	£148,194
Nottinghamshire	Julia Hodson	£138,609	£142,143
Metropolitan	D A C's x 8	£135,660	£139,119
Cheshire	David Whatton	£135,660	£139,119
Derbyshire	Mick Creedon	£135,660	£139,119
Hertfordshire	Frank Whiteley	£135,660	£139,119
Humberside	Tim Hollis	£135,660	£139,119
Leicestershire	Simon Cole	£135,660	£139,119
Staffordshire	Michael Cunningham	£135,660	£139,119
West Mercia	Paul West	£135,660	£139,119
Norfolk	Phil Gormley	£132,708	£136,092
Surrey	Mark Rowley	£132,708	£136,092
Bedfordshire	Gillian Parker	£129,759	£133,068
Cambridgeshire	Simon Parr	£129,759	£133,068
Cleveland	Sean Price	£129,759	£133,068
Dorset	Martin Baker	£129,759	£133,068
Durham	Jon Stoddart	£129,759	£133,068
Gwent	Mick Giannasi	£129,759	£133,068
North Wales	Mark Polin	£129,759	£133,068
North Yorkshire	Grahame Maxwell	£129,759	£133,068
Northamptonshire	Adrian Lee	£129,759	£133,068
Suffolk	Simon Ash	£129,759	£133,068
Wiltshire	Brian Moore	£129,759	£133,068
City of London	Assistant Commissioner	£129,414	£132,714
Cumbria	Craig Mackey	£126,810	£130,044
Dyfed-Powys	Ian Arundale	£126,810	£130,044
Gloucestershire	Tony Melville	£126,810	£130,044
Lincolnshire	Richard Crompton	£126,810	£130,044
Warwickshire	Keith Bristow	£126,810	£130,044
Payscale for ranks below that of Chief Officer	ACC & Commanders 6	£103,218	£105,849
	ACC & Commanders 5	£100,272	£102,828
	ACC & Commanders 4	£97,317	£99,798
	ACC & Commanders 3	£94,374	£96,780
	ACC & Commanders 2	£91,422	£93,753
	ACC & Commanders 1	£88,470	£90,726

In neighbouring Durham, one chief picked up an £18,700 bonus in 2009-10; in South Wales another received £14,300, and in South Yorkshire four senior officers shared £69,000.

Despite Sir Paul Stephenson telling The Daily Telegraph in May that all types of police bonus should be scrapped to prove that officers were motivated solely by their duty to serve the public, according to the 2009-10 figures, the Met remains one of the worst offenders for paying bonuses at a senior level.

Superintendents and chief superintendents who earn a performance-related bonus receive, on average, £3,000 a year on top of their salary of £62,000 to £78,000. In the Met, Britain's largest force, 136 of the highly ranked officers shared £567,000 in bonuses – a 70 per cent rise since 2007-8.

We have previously reported that there are **TOO MANY POLICE CHIEFS** as it is. Their basic salary levels are questionable, and the continuance of these scandalous bonus payments is an outrage and an insult, both to serving rank and file officers and to the tax paying public.

This is serious.

It is these very same Chief Officers who must assume responsibility for the mis-management of resources that has resulted in a mere 10% of warranted officers providing a visible policing presence.

Whilst this top heavy, self-serving boys club oligarchy of ACPO officers are allowed to continue this practice, it is killing the morale of officers who really make a difference, those who actually police our streets and protect us.

It is abundantly clear that the [ACPO ranks have practised a clever "deflection strategy"](#) over recent months. In fear that their perks and scurrilous acts would be discovered, knowing that it was likely that a new Government would be elected earlier in the year, they set out to deflect attention away from themselves, onto the rank and file with numerous "deflections".

We can only hope that this whole fiasco is exposed and sorted before the elected commissioners arrive.

The role of the Association of Chief Police Officers (ACPO) will be reviewed by the Government but will include many of the functions currently performed by the National Policing Improvement Agency (NPIA) which will be scrapped within two years.

ACPO will in future be expected to show strong leadership in promoting and supporting the greater use of professional judgement by police officers and staff.

President of ACPO, Sir Hugh Orde, speaking to the Home Affairs Select Committee, said he is "deeply uncomfortable" with ACPO's current status as a limited company, proposing its Criminal Records Office be moved into a separate department, so that ACPO can become a "policy generator"

In its new role, ACPO will share evidenced-based practice and drive future leadership of service in place of the NPIA.

Sir Hugh said: "Reform must add real value to the critical service we deliver which keeps our communities safe. Today also presents an opportunity to firmly establish ACPO as a professional leadership body, with a governance and accountability structure as we have consistently requested."

[The battle to come with ACPO](#)

Nick Herbert, the Justice Minister with responsibility for police reform, will have to hit the ground running to counter a determined campaign masterminded by ACPO's *capo dei capi* Hugh Orde to oppose the introduction of accountability for the police force.

ACPO itself operates in a shadowy and unaccountable world away from the daylight of public scrutiny and democratic control, moving its own levers of power to secure the creation of a national police force in the teeth of a public who want their police forces to be both local and accountable.

Herbert must take the bit between his teeth and tackle ACPO directly, either abolishing it or putting it on a statutory footing with control through Parliament. Leaving ACPO intact will be leaving a powerful and well-equipped enemy in his rear as he tries to realise democratic accountability amongst the nation's police forces.

We wish Mr Herbert well. In his jazz-loving Secretary of State he has an ex-Home Secretary and a QC with substantial gravitas and experience enough to counter Orde's accusation that Cameron's government is dealing with matters they don't understand.

That ACPO would co-ordinate a campaign of obstruction, distortion and disinformation in opposition to plans to introduce accountability to our police forces was not a difficult prediction for me to make; nor was the expectation that they would cry 'they don't know what they're doing'.

One police source said the policies contained the 34-page programme for government indicated that the new coalition had "no understanding of what policing is about".

We have argued vociferously in previous reports that forces appear massively top heavy with senior management, with too many rank levels and a poor manager to officer ratio. There are massive savings in the many millions that could be achieved by rationalizing the rank structure, with much of that saving contributing to the Government cuts and preserving the frontline visible numbers. The Metropolitan Force is an excellent case in point.

If the senior structure of the Met is anything to go by, what policing is mostly about are business meetings. Lots and lots of business meetings, emails, policy documents and the whole panoply of introverted, sterile, inward-focused bureaucracy. The Met has 38 senior officers of the rank of Commander and above - a small acre of silver braid - and they spend most of their time having meetings, and not only with each other. No, the Met's Commissioner, four Assistant Commissioners, seven Deputy Assistant Commissioners and twenty-six commanders have decided they need a further *forty-nine* senior civilian managers, equivalent (AND PAID) to Commander level or above. The list of personnel and their roles is staggering. What is more concerning is the value they bring and the cost associated with their employment. The list follows on the next page.

- 
1. Director of Information
 2. Director of Resources
 3. Director of Human Resources
 4. Director of Public Affairs
 5. Director of Legal Services
 6. Strategic HR Director
 7. Director of HR Operations
 8. Director of Leadership Development
 9. Director of Logistical Services
 10. Director of Catering Services
 11. Director of Transport Services
 12. Business Partnerships Director
 13. Business Services Director
 14. Strategic HR Directors (2)
 15. Strategic HR Directors (3)
 16. Programme and Information Manager
 17. Director of Property Services
 18. Director of Finance Services
 19. Director of Strategy and Improvement Department
 20. Director of Procurement Services
 21. Director of Asset Management
 22. Director of Construction
 23. Director of Facilities Management
 24. Director of Resilience and Compliance Group
 25. Director of Commercial Operations
 26. Director of Exchequer Services
 27. Director of Business Development, Core Finance and Special Projects
 28. Director of Business Support
 29. Director of Business Strategy
 30. Director of Business Performance
 31. Director of Category Management
 32. Director of Supply Chain Management
 33. Head of Service Delivery
 34. Head of Security, Standards and Architecture
 35. Head of Business Systems and Integration
 36. Head of Business Services and IT Training
 37. Deputy Director of Information
 38. Head of Technology
 39. Deputy Director of Public Affairs
 40. Assistant Director (Olympics)
 41. Assistant Director (Head of Internal Communication)
 42. Assistant Director (Chief Press Officer)
 43. Director of Business Development
 44. Director of Diversity and Citizen Focus
 45. Director of Business Support
 46. Director of Forensics
 47. Head of Business Services (Human Resources)
 48. Head of Business Services (Finance and Resources)
 49. Director of Business Services

These personnel substantially outnumber the senior Met police officers - 4 ACs, 7 DACs and 26 Commanders. Source: <http://www.mpa.gov.uk/about>

CONCLUDING COMMENTS

Without effective police reform, England and Wales will undoubtedly lose the fight against crime in years to come.

The nightmare position of the public finances means that the police's extravagant spending increases over the last decade cannot be sustained and will in all likelihood be reversed. The police in England and Wales are the most expensive in the developed world – costing a fifth higher as a share of GDP than in America.

The structure of the police presents a block to necessary reform. The “tripartite model” – with power shared between the Home Secretary, Police Authorities and Chief Constables – means that Government does not have effective control over national policing priorities. The 43 forces are run as fiefdoms by their Chief Constables. To get things done, the Home Office has previously resorted to bribing forces with sweeteners.

Currently the Association of Chief Police Officers (ACPO), described as a self-perpetuating oligarchy – is the key influence on police forces. Oligarchy exists where all power is vested in a few persons or in a dominant class or clique; government by the few. In most cases, the members of an oligarchy share leadership in a sort of bureaucracy that allows different people absolute power over certain aspects of the machine. The difference between an oligarchy and a democracy is that the shared leadership is not dependent upon the will of the people. Members of an oligarchy achieve their leadership through selection from within the already established members. Therefore, an oligarchy is actually a form of shared dictatorship in which the people have a limited role in the government.

It is strange that the Police & Crime bill gave ACPO a statutory position in advising on appointments when the status of ACPO itself remains undefined. Is it an external reference group for Home Office Ministers, or a professional association protecting senior officers' interests? Is it a national policing agency, or is it a pressure group arguing for greater police powers?

There is a belief that politicians can control the police, harnessing the force to reassure the public that crime is being reduced. Politicians try to “out-tough” each other with their talk on crime. The result is increasing concern that the police are becoming “politicised” and that their “operational independence” is being eroded.

The centralisation phenomenon has been particularly pronounced in policing, where, under Labour, there was a relentless drive towards government control through a many-layered management regime and the creation of a multitude of new national agencies such as the Police Standards Unit and the National Policing Improvement Agency (NPIA).

In reality police forces are not independent. The Home Office sets strategies and targets. ACPO directs national policy and commissions national services. The Metropolitan Police acts as the *de facto* national lead police force and its Commissioner, Sir Paul Stephenson, as the country's lead police officer and adviser to the Home Secretary.

ACPO – the power behind the throne

The Association of Chief Police Officers is a powerful and independent body consisting of Chief Constables, Deputy Chief Constables and Assistant Chief Constables. It has a major role as the primary coordinator of policing policy, encouraging the 43 forces in England and Wales to adopt the policies it promotes:

Few understand that ACPO is a private company, which happens to be funded by a Home Office grant and money from 44 police authorities. ACPO has the ear of the Home Secretary and this, in combination with its influence over senior officers (and those wishing to become senior officers), means it is a prominent voice in determining policy. There is now a widespread belief that ACPO is the main party persuading forces to adopt particular policies.

ACPO is the driving force behind policy, and the Home Office succumbs, either because of its own autocratic instincts or because ACPO are exceptionally good at pushing through the things they want.

This focus of ACPO on national policy means that individual Chief Constables are left focusing on administrative matters and equipment choices. In fact this situation should be reversed: ACPO could take a useful national lead on administration and interoperability while Chief Constables focus on their forces' operations.

The Home Office – a Faustian pact with ACPO

Given the roadblock that ACPO and the 43 forces have presented, the Government has sought to centralize and mandate, subject to ACPO's agreement. The 1964 Police Act enabled central government to take many powers from local government in the name of fighting corruption.³⁹ The 1996 Police Act enabled the Home Secretary to set national policing priorities, leaving power resting almost exclusively between the Home Secretary and Chief Constables.

Since 2001 the Home Office has conducted a sustained campaign to take control of policing decisions. The Home Office published three National Policing Plans along with a variety of supporting documents, and established new agencies. Through these, the Home Office took responsibility for setting the priorities for police forces, for setting many of their performance targets, and for key questions of operational management. The result of this process was a considerable uniformity of activity across England and Wales, directly in line with the Home Office's intentions.

National Policing Plans

The National Policing Plans were the clearest expression of the policy of centralisation. Each Plan set out a series of “priorities” for police forces to follow, supported by a greater number of targets, metrics or directives. This proliferation of targeting and central direction inhibits local initiatives and priorities, leaving Chief Constables unable to exercise their prerogative to direct their force.

Wresting more control

The Policing and Crime Bill contains measures that increase central control over forces through new rules on collaboration. The Bill gives the Home Secretary the power not just to sanction and veto collaboration agreements but to give guidance and directions on which forces should collaborate and how.

National funding

The centralised model of police funding is a mess, eroding local accountability and inhibiting police forces from spending money where it would be most useful. It removes the incentive to spend effectively and efficiently, and denies local residents a say in how much they pay for their policing, and what its priorities should be. This disintermediation of the payment and the benefit prevents citizens from understanding what they pay for policing, and discourages them from taking an active part in reducing costs.

The bulk of police resources come from central government grants, which have increased by 58 per cent in the past decade. The amount allocated to each force is based on a complex formula which in essence tries to predict the level of crime in each force, based on criteria including the number of single parent households, the number of long-term unemployment benefit claimants, the number of bars per 100 hectares, the amount of student housing and the number of residents in terraced accommodation.

The performance of a police force is not taken into account. The value of grants arising from this formula is then changed, multiplied by various scaling factors. An additional grant for various designated purposes is then added. Finally, in the case of the Metropolitan Police, a further arbitrary amount is added “in recognition of the Metropolitan Police’s distinct national and capital city functions”. For 2009-10 that amount is £202.5 million.

A new deal with Chief Constables

Any realistic police reform must attract the support of Chief Constables. Their powerful position and lack of accountability is one of the key defects of the current structure; equally, it gives them what amounts to a veto on reform.

Sir Patrick Sheehy's proposal to streamline management structures, introduce performance indicators and reform conditions of service was successfully resisted by the police. A mass public campaign was organized that culminated in a rally of 21,000 officers in Wembley Stadium. Michael Howard, the then Home Secretary, was forced to reject most of Sheehy's more far reaching proposals.

Henry Brooke's 1964 Police Act passed without incident because the police hierarchy had succeeded in striking down controversial measures, such as the creation of a national force, in their evidence to the Royal Commission that preceded the Act. The Royal Commission noted that testimony "from persons and organisations closely associated with the present system" had been particularly compelling in rejecting the idea of a national force.

What remained was a coup for the Chief Constables. It created new, larger forces that would be overseen by local authorities that were weaker and less democratic than the watch committees. The new deal for Chief Constables is a quid pro quo – greater independence from Home Office direction in return for greater local accountability.

From all that has been presented here, we must conclude that the ACPO dynasty is no longer fit for its purpose. Its value as an organisation is doubtful at best, despite the well-intended efforts of the few.

If power corrupts, absolute power corrupts absolutely. The absolute power of ACPO as a group has been abused in a scurrilous and shameful manner that

Britain's new coalition government has promised radical reform of the police, including the introduction of directly elected police commissioners. Sir Hugh Orde thinks it is a bad idea and has warned it will lead to police chiefs resigning. If he is so opposed to one of the central policing ideas of the new government, can, indeed should he stay in his job? If he and other disaffected Chiefs really did resign, it would save the government the trouble of sacking them.

Now the new Government is in power, surprise surprise, Sir Hugh, the man so apparently opposed to political influence, is displaying that most political of traits, saying one thing and doing another. Speaking ahead of ACPO conference in Manchester, Sir Hugh said "There is still little clarity on how the proposals will work in practice. Obviously we have now moved from manifesto commitments to a coalition government agenda, and from having one directly elected individual to several of them. But I think the plea to ministers at the conference will be to give us more flesh on the bones. It is important at the conference next week that we start the debate," he said. "We have to ask how we can be more efficient, what we need and what can go first."

Make your mind up Sir Hugh, you can't have it both ways. You either vociferously oppose

the proposals and resign, or put up and shut up, and look for ways to make it work for the good of the public and the service. The signs suggest he's getting a little nervous that any police reforms may have an adverse effect on his empire building.

When Sir Hugh said that police chiefs would resign if the Conservatives pushed on with their proposal for elected police commissioners, we couldn't help wondering if he was speaking for all his colleagues on this, or whether he was expressing a strong personal view.

Sir Hugh argued that, "We should not be influenced by anyone who has any potential or suggestion for a political basis."

Curious then that he has recently become so heavily involved in politics himself. One of the reasons for electing local police commissioners is to free the police from the "political influence" that they are currently labouring under: the culture of upward-looking accountability to central government, rather than to the local people they are there to serve.

Ah, the tenacity with which the unelected defend their privileges. Under a labour administration the Police chiefs were digging in every bit as stubbornly as Eurocrats, and for the same reason: they hate the idea of having to answer to the rest of us.

Sir Hugh has said he wants the police to have operational independence. So does everyone else. We want democratic control over police budgets and priorities. Should coppers spend their money on speed cameras or find resources for more foot patrols? Should they turn a blind eye to the possession of small amounts of cannabis? Should they let shoplifters off with a warning? These are questions in which local people have a legitimate interest. No one, as we suspect Sir Hugh knows perfectly well, is suggesting that elected representatives should be empowered to intervene in specific cases.

Sir Hugh, in an unbelievably patronising statement, said that voters couldn't be trusted. He claimed that there are "no votes in protecting people from terrorism, from organised crime and from serial rapists that cross the country". We wonder whether he really believes this, or whether his true concern is that voters might want the police to spend more time on protecting property and less on encouraging diversity.

Either way, our hunch is that, while Sir Hugh might have some support among the top brass – those ambitious rozzers who, during 13 years of Labour, were promoted because they seemed to believe that the primary purpose of the police was to promote equality – he is not especially representative of the broad mass of police officers, who joined up in order to be crime-fighters, not social workers or Labour activists.

As we have reported previously, Sir Hugh and ACPO have courted more than their fair share of controversy, with Westminster apartments paid for out of anti-terrorism budgets, profligate spending, and the looming spectre of Chief Officers' bonus payments to name a few.

If Sir Hugh offers to resign, it should be politely accepted by the Home Secretary. The same goes for any other Chief Constable who believes that the public cannot be trusted to have a say in how they behave. The sooner we clear the decks of the inveterate quangocrats and bureaucrats, the better for everyone and the sooner we can get some common sense decisions made by common sense coppers who are in touch with the frontline and what the public really want from their police service.

Let Chief Officers prove themselves as the strong and effective leaders the rank and file and the public expect. Selected officers can continue to liaise and advise the Government without the expensive and now grossly embarrassing fiasco that ACPO has become.

Repeating what was said in the introduction, the time has surely come for this unelected, unsupervised and powerful body to be brought to heel and replaced with a legislatively-controlled organisation which can be called to account for its activities.

ACPO STRUCTURE

http://www.acpo.police.uk/about_pages/structure.html



President
Sir Hugh Orde OBE QPM



Vice President
Matt Baggott CBE QPM
Chief Constable of The Police Service of
Northern Ireland



Vice President
Sir Norman Bettison QPM
Chief Constable, West Yorkshire Police



Vice President

Mr Tim Hollis CBE QPM
Chief Constable of Humberside

ACPO Business Areas

Children & Young People

Head: Ian McPherson, Assistant Commissioner, Metropolitan Police

Portfolios:

- Youth Crime
- Youth Justice
- Citizen Focus Youth
- Citizen Focus - Every Child Matters and Safer Schools Partnerships
- Uniformed Operations - Youth
- Workforce Development - Youth
- Information Management - Youth
- Performance - Youth
- Race & Diversity - Youth
- Olympics - Youth
- Terrorism - Youth Prevention Strand
- CEOP

Citizen Focus

Head: Richard Crompton, Chief Constable, Lincolnshire Police

Portfolios:

- Standards and Quality
- Citizen Focus and Neighbourhood Policing
- Responsiveness Policing
- Customer Insight and Restorative Justice
- National Contact Management
- Neighbourhood Watch
- Anti-Social Behaviour
- Crime and disorder Reduction Partnership
- Community Safety Accreditation schemes
- Bureaucracy
- Crime Information lead
- Pledge Lead
- Digital Engagement

Crime

Head: Keith Bristow, Chief Constable, Warwickshire Police

Portfolios:

- Forensic Science
- Organised Crime
- Intelligence
- Drugs

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- Violence and Public Protection
- Acquisitive Crime
- Standards, Competencies & Training
- Economic Crime
- Migration & Associated Issues
- E-Crime
- Financial Investigation and Proceeds of Crime

Criminal Justice

Head: Tim Godwin, Deputy Commissioner, Metropolitan Police

Portfolios:

- Integrated Offenders Management (IOMS) including National Offenders Management (NOMS) and Bail Issues
- Victims & Witnesses
- Enforcement
- Performance
- Out of Court Disposals/Fixed Penalty Notices/Cautions
- Custody and movement of prisoners
- Courts
- Disclosure
- Foreign National Prisoners
- Extradition
- Interpreters
- Virtual Courts & Integrated Prosecution Teams
- Community & Restorative

Finance & Resources

Head: Grahame Maxwell, Chief Constable, North Yorkshire

Portfolios:

- Procurement
- Police Expenditure Forecasting Group/Spending Review
- CIPFA/Statistics
- Activity-Based Costing
- Property Services Managers Group
- Police Efficiency Group
- Sponsorship & Income Generation
- Charging Methodology
- Mutual Aid
- Directors Of Finance National Meetings
- Fleet Management Transport
- Pensions

Futures

Head: Mark Rowley, Chief Constable, Surrey Police

Information Management

Head: Miss Ailsa Beaton, Director of Information, Metropolitan

Portfolios:

- Communications
- Police National Computer
- Data Protection & Freedom of Information
- Information Security

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- Criminal Justice IT
- Geographical Information System
- Airwave Programme
- Service Management
- Recording and disclosure of Convictions
- PNC
- Information Systems Improvement Strategy

Performance Management

Head: Mr Steve Finnigan, Chief Constable, Lancashire

Portfolios:

- Performance Measurement (Development)
- Inspection Regime
- Crime Statistics
- Performance Management (Training)
- NMIS (National Management Info System)
- Business Area Head's Portfolio

Equality, Diversity & Human Rights (EDHR)

Head: Mr Steve Otter, Chief Constable, Devon & Cornwall

Portfolios:

- Hate Crime
- Lesbian, Gay and Transgender
- Faith and Community Tension
- Gender
- Gypsies and Travellers
- Mental Health and Disability
- Performance Management
- Race Equality
- Training
- Age
- Stakeholder Engagement

Terrorism & Allied Matters

Chair: John Yates, Assistant Commissioner, Metropolitan Police

DCC ACPO TAM: Margaret Wood

Vice Chairs

Mr. Chris Sims, Chief Constable, West Midlands

Sir Norman Bettison, Chief Constable, West Yorkshire

Peter Fahy, Chief Constable, Greater Manchester

Strategic Programme:

- PREVENT
- PURSUE
- PROTECT
- PREPARE

- BUILDING CAPABILITY AND INFRASTRUCTURE
- DOMESTIC EXTREMISM

Uniformed Operations

Head: Mr Meredydd Hughes, Chief Constable, South Yorkshire

Portfolios:

- Operational Issues
- Firearms & Conflict Management
- Emergency Procedures
- Road Policing
- UK Interoperability

Workforce Development

Head: Mr Peter Fahy, Chief Constable, Greater Manchester

Portfolios:

- Personnel Management
- Reward & Recognition
- Learning & Development
- Safer & Healthier Policing
- Leadership
- Workforce Modernisation
- Professional Standards
- Special Constabulary

2012 Olympic Games

Head: Mr Chris Allison, Assistant Commissioner, Metropolitan Police