

Police Reform and Transformation Board

Minutes of the meeting held on 1 March 2017 (1300-1600) at 10, Victoria Street, London

Security classification: Not Protectively Marked

Disclosable under FOIA 2000: Yes

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Force/organisation: National Police Chiefs' Council and Association of Police and Crime Commissioners

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ATTENDEES	
Name	Organisation
Nazir Afzal	Chief Executive, Association of Police and Crime Commissioners (APCC)
Vera Baird	Police and Crime Commissioner for Northumbria and Chair, APCC
Katy Bourne	Police and Crime Commissioner for Sussex and Chair of the Police ICT Company
Jane Carey	Police Reform Support Officer, APCC
Oliver Cattermole	Representing Alex Marshall, Chief Executive, College of Policing
Simon Cole	Chief Constable, Leicestershire Police
Jacky Courtney	Assurance Manager, Police Reform
Simon Duckworth	City of London
Charlette Holt-Taylor	Head of the Law Enforcement Transformation Unit, Home Office
Stephen Kavanagh	Chief Constable, Essex Police
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
David Lamberti	Director; Crime, Policing and Fire Group, Home Office) Attending for Paul Lincoln (Director General, Crime, Policing and Fire Group, Home Office)
Craig Mackey	Deputy Commissioner, Metropolitan Police Service
Alex Marshall	Chief Executive, College of Policing
Supt. Tim Metcalfe	Chief of Staff, NPCC
Julia Mulligan	Police and Crime Commissioner for North Yorkshire (Chair of the Board)
Lynne Owens	Director-General, National Crime Agency
Oliver Shaw	Director of Policy, APCC
Martin Surl	Police and Crime Commissioner for Gloucestershire
Sara Thornton	Chair, National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire and Governance Lead for Specialist Capabilities
Adrian Wight	Law Enforcement Transformation Unit, Home Office
Sir Thomas Winsor	Chief Her Majesty's Inspector of Constabulary, HMIC
Giles York	Chief Constable, Sussex
Alexander Gosling	Health and Public Service, Accenture
Christopher Lane	Strategy Lead (UK), Public Service, Accenture

Welcome and Introductions	
001/2017	The Chair welcomed the Board to the first meeting of 2017.
Minutes of the last meeting held on 14 December 2016	
002/2017	The minutes from the 14 December 2016 Board meeting were approved without amendment. The Board noted these minutes would be published on the APCC and NPCC's external websites.
003/2017	At the Chair's request, it was agreed that the Secretariat would maintain a log of action items to support future PRTB meetings. Action Item 001 – Board support team to maintain a log of action items at each meeting.
Workshop with Accenture	
004/2017	<p>The Accenture team presented the findings of the second phase of work carried out between January and March 2017. This work focussed on the prioritisation of major investment opportunities that could be made over the next 2-3 years from the Police Transformation Fund (the Fund) and the development of a recommended target fund profile.</p> <p>The Board was briefed on the process used to refine the list of 110 building blocks (identified during the landscape review and reported to the Board in December 2016) to a prioritised group of 20. The Board noted that the process had made use of eight validation workshops comprising relevant subject matter experts. The workshops were held between January and February 2017. Accenture noted that the Board may wish to support these 20 building blocks in three ways:</p> <ul style="list-style-type: none"> • through central commissioning, • identifying opportunities for future scalability or, • by providing non-financial support. <p>The Board noted that the assumption used in the Accenture work of a Fund profile of £175m in 2017-18; £300m in 2018-19 and in the region of £700m in 2019-20. The Board sought assurance from Home Office representatives to provide more certainty on the quantum of funds to assist in their deliberations. The Board also acknowledged the need to address the 'cliff edge' inherent in some of the areas currently supported by the Fund.</p> <p>The Board requested that Accenture be asked to develop 20 commissioning briefs that would outline a profile of possible commissioned investments from the Fund. The provision of a narrative on the investment profile of the Fund to the Home Office and Treasury was recognised as paramount to secure ongoing funding. The Board supported the five investment principles and the target fund profile noting that the Accenture Framework brought clarity and order to managing a complex multi-year funding model.</p> <p>Action Item 002 – Agreement to be reached with Accenture to delivery of twenty commissioning briefs.</p>

Police Transformation Bids	
005/2017	<p>A report from the Gateway Group had been circulated to Board members prior to the meeting. The report had addressed proposals to make use of the Fund in respect of:</p> <ul style="list-style-type: none"> • requests to the Home Office to re-profile a number of previously approved for funding in 16-17, following the Home Office's Light Touch Review • Thirteen other proposals requesting allocations from the Fund. <p>The Board considered the thirteen proposals taking account of the views of the Gateway Group. Board members declared where they had an interest in the proposal. The Board noted several proposals sought significant funding, and as such, it was the Board's view that these proposals needed to be considered in the context of the outcomes of the Accenture work an understanding of the proposals expected to be received as a result of the process to make proposals to the Fund underway at the date of the meeting.</p> <p>It was agreed that following the meeting letters would be written to each of the lead proposers containing the recommendations of the Board with copies provided to the Home Office for consideration by the Home Secretary.</p> <p>The Board supported additional financial expertise to support the work of the team managing the proposal process currently underway.</p> <p>Action Item 003 – notification of the recommendations of the Board are sent to each of those seeking re-profiling of previous awards of the Fund and those making proposals to make use of the Fund.</p>
Reform Strand Updates	
006/2017	<p>The Chair thanked the reform strand leads for the written briefs developed to support this item.</p>
007/2017	<p><u>Business Enablers</u></p> <p>Paddy Tipping as the recently appointed Chair of the Business Enablers Reform Strand advised that his Board had only met once under his chairmanship. The meeting had considered a range of issues including benchmarking work being conducted by CIPFA. The Board will be provided with updates as the work progresses.</p>
008/2017	<p><u>Digital Policing</u></p> <p>CC Stephen Kavanagh informed the Board of a two-day international conference which had been held on aspects of international aspects of digital crime. The second communications bulletin had been issued and national awareness raising roadshows are being undertaken.</p> <p>Thames Valley and Hampshire police were thanked for their support of the work being undertaken by Digital Public Contact.</p> <p>CC Kavanagh advised the Board that PCCs and CCs may need to take a decision at short notice that relates to the police.uk site. However this would require discussion with PCCs and CCs.</p>

<p>009/2017</p> <p>010/2017</p> <p>011/2017</p>	<p><u>Local Policing</u></p> <p>CC Simon Cole advised the Board that he had met with the APCC’s new Local Policing Policy Manager to discuss aspects of the local policing portfolio.</p> <p><u>Specialist Capabilities</u></p> <p>CC Sara Thornton advised that the Specialist Capabilities Programme Team was currently working on business cases and proposals on piloting and leadership models, in relation to the thirteen agreed recommendations. This work would be brought to the National Police Chiefs’ Council in April and the APCC General Meeting in May.</p> <p>The Board noted that Chief Constables had been briefed on the Home Office’s discovery work in relation to transforming forensics and biometrics programmes. The Board noted that reports on transforming forensics would also be included in the April and May meetings in line with the timetable for Specialist Capabilities.</p>
Expressions of Interest for 2017/18 PTF funding allocations	
<p>012/2017</p>	<p>The Board noted the closing date for Expressions of Interest (EOIs) for allocations from the 2017/18 PTF funding cycle was Tuesday 28 March 2017. The Board were advised that 125 EOIs had been received, requesting approximately £424 million over the three remaining years of the Fund.</p> <p>The Chair acknowledged the Board had a role in identifying and supporting initiatives that would achieve long-term transformation in policing and had the potential to be scaled nationally. The Board noted the EOIs would be analysed by the Police Reform and Transformation Support team to identify possible opportunities for collaboration among EOI authors on complementary initiatives. The Home Office will also analyse EOIs to identify initiatives which have previously received funding from the Police Innovation Fund (PIF).</p> <p>The Chair acknowledged the requirement for a robust gateway process, which would include input from subject matter experts and reform strand leads. The Board supported engaging a finance officer on a short-term basis to assess the financial aspects of proposals received in the 2017/18 funding application cycle.</p> <p>Action Item 004 – additional financial expertise to be made available to support the process underway to make use of the 2017-18 Fund.</p>
Home Office – Internal review of ‘Best Practice’ – Summary and findings	
<p>013/2017</p> <p>014/2017</p>	<p>Ms Holt-Taylor updated the Board on the work of the Home Office. The Home Office will review the Phase 2 work conducted by Accenture to prepare for a conversation with Treasury on the future profile of the Fund.</p> <p>The Home Office’s review of bids supported by the Police Innovation Fund will be completed at the end of March. This review is intended to identify the benefits that have been achieved, whether the project has the potential for scalability, the barriers to realising program outcomes and whether these programs had been effective in developing collaborative partnerships. Force visits will be carried out to a sample of the bids. The Law Enforcement</p>

	<p>Transformation Unit will share the lessons and findings of the review with the APCC and NPCC to feed into the expression of interest and gateway process to improve future evaluation processes. Beyond the PIF and PTF, the Home Office is also researching other transformational activity within forces.</p> <p>Action Item 005 – Law Enforcement Transformation Unit to share findings of PIF review with APCC and NPCC once completed.</p> <p>Action Item 006 – Home Office to provide a report to the Board on the results of the PIF review at the 26 April PRTB.</p>
015/2017	<p>The Chair closed the meeting at 16.10 and thanked all for their attendance.</p> <p>The next meeting will take place on Wednesday 26 April 2017 at 13.00 at NPoCC Conference Room, 2nd Floor, 10 Victoria Street, London.</p>