

## Police Reform and Transformation Board

Minutes of the meeting held on 26 April 2018 (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

**Date created:** 26 April 2018

ATTENDEES	
Name	Organisation
Katy Bourne	Police and Crime Commissioner for Sussex
Alexandra Campbell	Police Reform and Support Officer
Jane Carey	Police Reform and Communications Manager
Richard Cooper	Chief of Staff, NPCC
Jacky Courtney	Director of Police Reform Development
Mike Cunningham	Chief Executive Officer, College of Policing
Simon Duckworth	City of London
Ian Dyson	Commissioner, City of London
Dorothy Gregson	Chief Executive, Office for the Police and Crime Commissioner for Cambridgeshire; Representative of APACE
Susannah Hancock	Chief Executive of the APCC
Martin Hewitt	Assistant Commissioner, Metropolitan Police Service
Charlette Holt-Taylor	Head of Law Enforcement Transformation Unit, Home Office
Katherine Johnson	Chief Finance Officer, Office for the Police and Crime Commissioner for West Yorkshire, on behalf of Mark Burns-Williamson
Stephen Kavanagh	Chief Constable, Essex Police
Michael Lane	Police and Crime Commissioner for Hampshire
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
Lynne Owens	Director General, National Crime Agency
Dave Thompson	Chief Constable, West Midlands Police
Sara Thornton	Chair of National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire
Adrian Wight	Law Enforcement Transformation Unit, Home Office
Sir Thomas Windsor	Chief Inspector, HMICFRS
For specific items:	
Jo Ashworth	Programme Director, Transforming Forensics
Thomas Fletcher	Chaucer

<b>1 - Welcome and Introductions</b>	
024/2018	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> <li>• Mark Burns-Williamson, Police and Crime Commissioner, West Yorkshire</li> <li>• Simon Cole, Chief Constable, Leicestershire Police</li> <li>• Cressida Dick, Commissioner, Metropolitan Police Service</li> <li>• David Lamberti, Director of Policing, Policing, Fire and Crime Group, Home Office</li> <li>• Martin Surl, Police and Crime Commissioner for Gloucestershire</li> <li>• David Thompson, Chief Constable, West Midlands Police</li> </ul> <p>The Chair welcomed:</p> <ul style="list-style-type: none"> <li>• Mark Burns Williamson, the PCC for West Yorkshire, who is taking over from Dame Vera Baird QC who has stood down from the Board. Mr Burns-Williamson represented at this meeting by Katherine Johnson, Chief Finance Officer, West Yorkshire OPCC.</li> <li>• Susannah Hancock who had taken up her role as Chief Executive of the APCC</li> <li>• Dorothy Gregson joins the meeting from APACE</li> </ul>
<b>2A and 2B – Minutes from 1 March 2018 meeting and Action Log</b>	
025/2018	The Board agreed the minutes from the meeting on 1 March 2018. The Board reviewed the Action Log and noted Items 010, 012, 016, 034, 037, 045 and 050 remain outstanding with all other actions closed.
026/2018	The Board noted that the circulation of the Network Code had been held back by Her Majesty's Chief Inspector of Constabulary and Fire and Rescue Services to accommodate the Inspectorate's work on Force Management Statements.
<b>Item 3.1 – Update on recommendations for the allocation of the Police Transformation Fund</b>	
027/2018	The Board was updated on the work carried out since the Board made its recommendations for use of the Police Transformation Fund (the Fund) for 2018-19 at the meetings held on the 29 January and 1 March 2018. The Home Office informed the Board that it was not authorised to make any announcements or issue grants until agreement had been obtained from the Treasury on the detail of how the Fund is to be spent. The Treasury was keen to understand the return on investment from the use of the Fund. The Home Office indicated that advice was expected to be provided to the Chief Secretary to the Treasury later that week. In addition the Home Secretary had written to the Chancellor of the Exchequer. As a consequence, no individual formal notifications had been received by the four national programmes or the APCC/NPCC in respect of the resources sought to support portfolio management.
028/2018	The Board noted that the national programmes were now spending at risk, and those programme leads who cannot spend at risk have been unable to begin work on projects. Recognising the ongoing risks of untimely allocation and, with the end date for the Fund in March 2020, the impending capability cliff edges the Board considered the current approach taken to funding transformational activities as unfit for purpose. The Board suggested that the issues of risk and funding should be addressed in the context of the Comprehensive Spending Review (CSR).

029/2018	The Chair of the Board had asked for information on the underspend of the Fund in the 2017-18 financial year to be provided to this meeting. The Home Office had been unable to provide this as analysis was being finalised. However a commitment was made to do so at the next meeting of the Board. The Board emphasised that an up-to-date view on spend throughout the year was a necessary and formed part of the portfolio management approach it had recommended to the Home Office.
030/2018	The Chair expressed his disappointment that a response was still awaited from the Home Office to the proposals made by the Board on portfolio management structures. This was both in respect of the correspondence sent by Chief Constable Sara Thornton, Chair of the NPCC, and Paddy Tipping, Chair of the Board, to the Home Office in September 2017 as well as the specific resource proposals made in January 2018. The Home Office reported that internal discussions are being finalised with a commitment was made to report to the Chair of the Board and Chair of the NPCC by the end of May.
031/2018	The Board discussed the Whole System Approach proposals developed by the NCA in coordination with NPCC leads to address issues of serious organised crime noting the preferred options reported to the Specialist Capabilities Oversight Board. The Board raised questions about transferring the capability to business as usual and recommended a piece of work be done, in particular working with cyber entities.
032/2018	The Board was informed by the Home Office that the release of funding for the Police ICT Company (the Company) is contingent on the Company being appropriately capitalised. The Home Office is working with the Company on the details of the business cases but needs to better understand benefits
033/2018	<p>The Board noted that there are currently unrecognised benefits of transformational activities within forces across which have not been funded by the Fund. The Board seeks an understanding of these as the Board's work should not solely focus on the Fund.</p> <p><b>Action 066: The approach to future national investment in transformational activities should be reflected in the work associated with the next Comprehensive Spending Review.</b></p> <p><b>Action 067: The Home Office to provide a report on the outturn position for the 2017-18 Police Transformation Fund at the next meeting of the Board.</b></p> <p><b>Action 068: The Director General, Crime, Policing and Fire Group to meet with the Chair of the Board and Chair of the NPCC by the end of May to discuss the Board's proposal and resource request to support portfolio management</b></p>
<b>Item 3.2 – Re-profiling requests</b>	
034/2018	The Home Office continues to work with the four national programmes to bring the level of spend within the £70m envelope recommended by the Board.
035/2018	The Board noted that the governance and oversight arrangements for the digital reform strand of the Policing Vision 2025 did not adequately cover all the projects and programmes which had been supported with monies from the Fund under the digital heading. The Board supported work being undertaken to establish appropriate oversight arrangements.

036/2018	The Board noted the impact of the re-profiling decisions made by the Home Office. The Board also noted that these decisions had implications which may require some projects to cease. These implications should be considered in the usual work of the individual reform strands.
<b>4 – Transforming Forensics</b>	
037/2018	The Transforming Forensics programme had completed a Project Assessment Review (PAR) process in April 2018 and had found the process to be constructive. It had highlighted the need to link with the biometrics review being undertaken by the Home Office.
038/2018	The Board noted that work was still required in respect of the hosting of the four elements of the programme. Similarly work was required on how to meet the anticipated £5m of ongoing annual spend once the programme had moved to business as usual. The Programme was working on the options for delivery with consideration being given to the potential to use existing national structures for which appropriate governance arrangements would need to be considered.
039/2018	The Programme made the Board aware of an immediate funding issue resulting from the lack of confirmation of spend from the Home Office. The Board asked the Home Office to work directly with the Programme to resolve.
040/2018	The Board noted that further work was required on delivery vehicles together with some other aspect of the programme and governance with a need to ensure that Commissioners involvement, particularly in respect of governance.  <b>Action 069: The Home Office and the Transforming Forensics Programme to address the immediate funding issues to support the Programme.</b>  <b>Action 070: The Transforming Forensics Programme is to bring a paper to the June meeting of the Board on the options for delivery vehicle and governance.</b>
<b>5 – Digitisation of Policing</b>	
041/2018	The Policing Minister has been encouraged by the degree of progress on digitisation but has an ambition to achieve more. The work on digitisation needs to link into the services' submission for the next comprehensive spending review with the inclusion of an investment plan.
042/2018	The Board was informed that a 'State of the Nation' Framework, due in September 2018, is being developed by the NPCC's Information Management and Operational Requirements Coordinating Committee (IMORCC). This work will collate data on all the technology projects ongoing at the national, regional and local levels to create a holistic view. It was acknowledged that there was a risk of viewing work on digital as the only contributor to solving crime whereas other factors such as community engagement were relevant.
043/2018	The Board emphasised that, with a large number of projects going on at different levels, agreed principles and standards for local delivery are increasingly important.
044/2018	

	<p>The Board observed that the current governance arrangements for work contributing to the Digital strand of the Policing Vision 2025 does not provide oversight of all of the funded projects. The Board supported suitable arrangements being put in place.</p> <p><b>Action 071: Chief Constable Steve Kavanagh, Chief Constable Ian Dyson should work with Katy Bourne, Police and Crime Commissioner for Sussex to establish an oversight group for the wider digital reform strand.</b></p>
<b>6 – Portfolio Management</b>	
043/2018	<p>The Director of Police Reform Development introduced the work done on portfolio management. Thomas Fletcher from Chaucer gave a live demonstration of the SharpCloud portfolio management software to the Board. The Board was supportive of the insights that could be gleaned from this data.</p>
044/2018	<p>The Board agreed that this data should be available to NPCC Coordination Committees, APCC Portfolio Groups and Reform strand sub-boards and to support overall portfolio management. This is particularly important in the context a Comprehensive Spending Review, as the tool could be used to demonstrate the qualitative benefits realised through the Fund.</p> <p><b>Action 072: The Police Reform Team to arrange for access for key service structures to the SharpCloud analysis of the Police Transformation Fund supported portfolio.</b></p>
<b>7 – Knowledge Sharing Network Model</b>	
045/2018	<p>The Board was updated on the work that has been conducted to bring to light knowledge sharing activities across the service connected to the ambitions behind the prioritised knowledge sharing building block. The Board commended the work for highlighting the disparate activities which are being undertaken that support the Knowledge Sharing Network Model building block.</p>
046/2018	<p>The Chief Executive of the College of Policing noted that knowledge sharing is a key facet of transformation and the College of Policing is a natural 'home' for the knowledge sharing building block. The Board supported the College taking the executive lead for this work and recognised that the College may need additional resource to address this task in the short term.</p> <p><b>Action 073: The College of Policing to take the executive lead for work on the knowledge sharing network model. The Chair of the Board and Chair of the NPCC to progress any proposal for resource from the Police Transformation Fund to support delivery.</b></p>
<b>8 – Police Reform Summit</b>	
047/2018	<p>The Board supported the approach contained in the draft agenda for the Police Reform Summit to be held on 7 June 2018.</p> <p><b>Action 074: The Chair of the Board, Chair of the NPCC and the CEO of the College of Policing to agree the desired outcomes and deliverables from the Summit to focus discussions on the day.</b></p>

**9 – Reform Strand Update**

048/2018

The Board noted the reform strand updates on local policing, digital policing, business enablers, specialist capabilities and workforce. The National Enabling Programmes and the Digital Policing Portfolio report active engagement with and support from forces and are achieving good progress.

**Future meetings**

The Board's next meeting will take place on Thursday 14 June 2018 from 13:00-16:00 at the NPoCC Meeting Room Level 2, 10 Victoria St, London.