

## Police Reform and Transformation Board

**Minutes of the meeting held on 29 January 2018 (1330-1600) 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:** 31 January 2018

ATTENDEES	
Name	Organisation
Jo Ashworth	Director, Transforming Forensics
Simon Bailey	Chief Constable, Norfolk Constabulary
Ian Bell	Chief Executive Designate, Police ICT Company
Katy Bourne	Police and Crime Commissioner for Sussex
Jane Carey	Police Reform and Communications Manager, APCC/NPCC
Alexandra Campbell	Police Reform Support Officer, APCC/NPCC
Simon Cole	Chief Constable, Leicestershire Police (dialling in)
Richard Cooper	NPCC, Chief of Staff
Jacky Courtney	Director, Police Reform Development, APCC/NPCC
Mike Cunningham	Chief Executive Officer, College of Policing
Ian Dyson	Commissioner, City of London
Hacer Evans	Director, Digital Policing Programme
Dorothy Gregson	Chair of APAC <sup>2</sup> E, Chief Executive Officer, Office for the Police and Crime Commissioner for Cambridgeshire
Craig Mackey	Deputy Commissioner, Metropolitan Police Service
Charlette Holt-Taylor	Law Enforcement Transformation Unit
Stephen Kavanagh	Chief Constable, Essex Police
Michael Lane	Police and Crime Commissioner for Hampshire
Rebecca Lawrence	Mayor's Office of Policing and Crime
Scott McPherson	Director-General, Policing, Crime and Fire Group, Home Office
Julia Mulligan	Police and Crime Commissioner for North Yorkshire
Lynne Owens	Director General, National Crime Agency
Richard Riley	Head of Office for Security and Counter Organised
Martin Surl	Police and Crime Commissioner for Gloucestershire
CC Sara Thornton	Chair, National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire, Chair PRTB
Adrian Wight	Law Enforcement Transformation Unit, Home Office

<b>1 Welcome and Introductions</b>	
01/2018	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> <li>• Dame Vera Baird QC</li> <li>• Cressida Dick, Commissioner, Metropolitan Police Service</li> <li>• Oliver Shaw, Acting Chief of Staff, APCC</li> <li>• Jayne Stephenson, Vice President PAACTS, CFO Greater Manchester Combined Authority</li> <li>• CC David Thompson, West Midlands Police</li> <li>• Sir Thomas Winsor, Chief Inspector, HMICFRS</li> </ul>
<b>2A and 2B – Minutes from 6 December 2017 meeting and Action Log</b>	
02/2018	<p>Rebecca Lawrence, Chief Executive of MOPAC, sought an amendment in respect of Action Item 38 asking for the deletion of the reference to the development to the Police ICT Company ‘in line with the Vision presented to the Board’ highlighting that there were different views with regards to the Vision. The Board agreed the amendment. With this amendment to Action Item 38 the minutes were agreed.</p> <p>The Board reviewed the Action Log and noted Items 010, 012, 016, 034, 037, 040, 041, 042 and 044 remain outstanding with all other actions being closed.</p>
<b>3 - Strategic choices for the allocation of the Police Transformation Fund 2018/19</b>	
03/2018	<p>The Board reviewed the paper noting the challenge which needed to be addressed: that the call on the Police Transformation Fund for 2018/19 significantly exceeded the level of funding available. The Board considered the options to address this challenge noting that recommendations made for the next financial year potentially impact on the last year of the Fund, 2019/20. The Board noted the investment principles it had previously agreed and that, consequently:</p> <ul style="list-style-type: none"> <li>• any new investment would be focused on strategic priorities commissioned by the Board with a significantly smaller proportion of investment targeted at local innovation</li> <li>• there would be an emphasis on investments with value and potential with a balance between those achieve long-term transformational change and those that focus on ‘quicker-fix’ to address current issues and improve current capabilities</li> <li>• there will be high average investment in a small number of foundational initiatives aimed at addressing opportunity and need with lower average investment in small projects which remain capable of encouraging more collaborative and targeted force-initiated investments</li> </ul>
04/2018	<p>The Board concluded that:</p> <ul style="list-style-type: none"> <li>• the expenditure on the firearms uplift should be shown as standalone and not considered as part of any wider spend on serious and organised crime</li> <li>• funding should be allocated to achieve a balance between capacity and capability to address ‘threat agnostic’ and ‘threat specific’ demands, balancing programmes</li> </ul>

	<p>that will achieve transformational change and those that will build capacity and capability</p> <ul style="list-style-type: none"> <li>• there are differences in maturity of various national programmes, especially the newly commissioned proposals in the portfolio and this complexity needed to be taken into account when making recommendations for funding</li> <li>• the cliff-edge for funding post 19/20 should be acknowledged. There needs to be consideration of how investment in transformational change would be achieved to meet the longer term Policing Vision 2025. This was linked to needing to make the investment case is made for the next comprehensive spending review</li> <li>• the availability of other funding streams from across Government should be explored to meet capacity and capability gaps including collaboration with other parts of the public sector</li> <li>• recommendations needed to take account of the potential adverse impact of not meeting a programme’s requested funds</li> <li>• a dedicated portfolio management function will enable the Board to closely manage the fund in-year, especially in relation to re-profiling requests from individual programmes/projects</li> <li>• a discussion on governance arrangements would be welcomed</li> </ul> <p><b>Action Item 47: Any recommendations made to the Home Secretary should reflect the context and issues covered in the Strategic Choices for the Allocation of the Police Transformation Fund 2018/19 paper and the Board’s discussions.</b></p>
<b>4 – Commissioned programmes</b>	
05/2018	<p><b>Strategic threats; national to local</b></p> <p>Lynne Owens, Director-General, National Crime Agency presented a proposal seeking funding for a systems-based approach to serious and organised crime. In line with the recommendations made by the Board at its meeting on 6 December 2017 the paper had a broader focus, incorporating proposals on threat agnostic data capabilities and including work on the three prioritised threat areas of economic crime; cybercrime and child sexual abuse.</p>
06/2018	<p>The Board was supportive of the proposal but acknowledged that further work would be required to align the financial request across both the existing portfolio of serious and organised crime projects and the work proposed by the NCA. This work would need to be undertaken as a matter of urgency to allow the Board to make its recommendations to the Home Secretary to meet the timetable for the Home Office’s Validation Panel which was scheduled to meet on 7 February 2018.</p> <p>The Board noted that the proposal was intended to contribute to the evidence base to allow for the strategic case to be made for future investment in policing through any comprehensive spending review process.</p>

	<p><b>Action Item 48: The NCA to work with lead Chief Constables and those with serious and organised crime responsibilities in the Home Office to align the serious and organised crime financial request. The Chair of the Board and Chair of the NPCC to reflect this in a recommendations letter to be sent to meet the Home Office validation timetable.</b></p> <p><b>Development of the Police ICT Company</b></p> <p>07/2018 Ian Bell, Chief Executive Designate of the Police ICT Company, provided an oral update to the Board on the work to progress the Board’s recommendation to develop the Company to enable it to act as a delivery vehicle for the national technology programmes. The Board was informed that the Company’s Board will be considering the Vision for the Company together with a plan to implement the required changes at its meeting on 8 February 2018.</p> <p>08/2018 Rebecca Lawrence, Chief Executive, MOPAC highlighted to the Board that she considered that her roles on the Police ICT Board and with MOPAC placed her in a position of potential conflict and therefore consideration was being given to her continuing on the Police ICT Board. This may necessitate a review of the Company’s Articles.</p> <p>09/2018 The Board continued to support its position to seek investment for the Company through the Police Transformation Fund and sought a proposal from the Company to be considered at its meeting on 1 March 2018.</p> <p><b>Action Item 49: Following the meeting of the Police ICT Company Board, the Company’s Chief Executive Designate to prepare a submission for consideration by the Board at its meeting on 1 March 2018 detailing the costs associated with the development of the Police ICT Company as a delivery vehicle.</b></p>
<b>5 – Report from the Specialist Capabilities Oversight Board</b>	
10/2018	<p>The Chair, NPCC gave an overview of the review of the Specialist Capabilities reform strand, undertaken between November and December 2017. She explained that the Specialist Capabilities Oversight Board had reviewed the delivery of all projects in the specialist capabilities reform strand to ensure coherence and determine progress towards achieving the Policing Vision 2025. The review had indicated that there would be benefit in having a better definition of the intended ‘end state’.</p> <p>The Board noted that several projects in the Specialist Capabilities reform strand might wish to seek additional funding over 18/19 and 19/20 for their project delivery. Any requests for future funding would need to be balanced against other calls on the Fund prior to any recommendations being made to the Home Secretary.</p> <p>The Board requested that further analysis on the remaining reform strands is undertaken, and to the extent possible, this information be used to inform further decision-making at the Board’s meeting on 1 March 2018.</p> <p><b>Action Item 50: The Police Reform Support Team to review the delivery of projects within the digital policing, local policing, business enablers and the workforce reform strands, reviewing their outcomes and delivery to-date.</b></p>
<b>6 – Gateway Report – Review of Police Transformation Proposals</b>	

11/2018	<p>In the light of the earlier discussion in respect of the strategic choices facing the Board, the Board discussed the Gateway Group report. The Board concluded that:</p> <ul style="list-style-type: none"> <li>• support should continue for the work being undertaken by the national programmes (Digital Policing Programme, National Enabling Programmes, Specialist Capabilities Programme and Transforming Forensics), however these programmes would need to be managed within a reduced allocation in the 18/19 financial year</li> <li>• funding for the national programmes should be released in a staged manner, to help manage the overall spend profile. The Board recommended that the release of funds should be made cognisant of programmes' key milestones, outcomes of any project assessment review and considerations arising from business case reviews</li> <li>• investment should be made in transformative serious and organised crime capability at a national level to: support threat analysis intelligence capabilities, enhance Prevent and Prepare programmes to target interventions, expand local law enforcement capabilities to tackle cyber, CSE and economic crime, exploit new technologies to disrupt SOC networks and support the implementation of SOC proposals within the existing portfolio</li> <li>• funds should be earmarked to support workforce reform priorities, including: work on the Pay and Reward Framework, a Senior Leadership Hub, the Leadership and Management Model, the Professional Education Qualification Framework and workforce transformation enablers. The Board also made a specific recommendation that £264,000 should be allocated in 2018-19 to support the Pay and Reward Framework</li> <li>• a degree of over-programming is recommended for the beginning of the 18/19FY, with the reassurance that close management of the portfolio will ensure that the quantum of the Fund is not exceeded.</li> </ul> <p><b>Action Item 51: The recommendations of the Board in respect of the approach to the allocation of the Fund will be captured in formal correspondence from the Chair, PRTB and Chair, NPCC to the Home Office.</b></p>
12/2018	<p>The Board considered a number of specific proposals within the Report on which the Board's view was sought. The Board noted the prudent approach taken by the Specialist Capabilities Programme and that the Programme may seek further funding during the course of the year.</p> <p><b>Action Item 52: The full business case for the National Enabling Programmes should give fuller explanation to the business change ambitions for the programme.</b></p> <p><b>Action Item 53: In the light of the timing of the Project Assessment Review for the National Enabling Programme and its potential impact on advice to Ministers the outcomes of the Review should be reported to the Chair of the Board and Chair of the NPCC so they are able to take a view on whether its outcomes impact on any recommendations, including whether or not further consideration may be required by the Board when it meets on 1 March 2018.</b></p>

**Action Item 54: A copy of the full business case for Transforming Forensics should be provided to the Gateway Group and the Board as soon as it becomes available with arrangements made for the Board to give it detailed consideration at a future meeting.**

**Action Item 55: The outcomes of any Project Assessment Review for the Transforming Forensics programme should be shared with the Chair of the Board and Chair of the NPCC to determine what steps, if any, may need to be taken by the Board.**

**Action Item 56: Acknowledging that the Specialist Capabilities work can still be the subject of debate within the service the Programme should be asked to continue work to build confidence in its intended outcomes and benefits**

**Action Item 57: The College of Policing was asked to develop costed proposals on the workforce priorities identified by the Board which would be considered at the Board's meeting on 1 March 2018**

**Action Item 58: criteria should be developed for the Board's use when considering requests for the re-profiling of funding.**

#### **Future meetings**

The Board's next meeting will take place on Thursday 1 March from 13:00-16:00 at NPoCC Meeting Room Level 2, 10 Victoria St, London.