

## Police Reform and Transformation Board

**Minutes of the meeting held on 1 March 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:** 9 March 2018

ATTENDEES	
Name	Organisation
Katy Bourne	Police and Crime Commissioner for Sussex
Jane Carey	Police Reform and Communications Manager
Alexandra Campbell	Police Reform and Support Officer
Richard Cooper	Chief of Staff, NPCC
Jacky Courtney	Director of Police Reform Development
Mike Cunningham	Chief Executive Officer, College of Policing
Cressida Dick	Commissioner, Metropolitan Police Service
Hacer Evans	Director, Digital Policing Portfolio
Susannah Hancock	Representative of APACE, Chief Executive of the Office for the Police and Crime Commissioner for Essex
Martin Hewitt	Assistant Commissioner, Metropolitan Police Service
Charlette Holt-Taylor	Head of Law Enforcement Transformation Unit
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
Scott Macpherson	Director-General, Crime, Policing and Fire Group
Julia Mulligan	Police and Crime Commissioner for North Yorkshire
Lynne Owens	Director General, National Crime Agency
Oliver Shaw	Acting Chief of Staff, APCC
Jayne Stephenson	Chief Finance Officer, Office for the Police and Crime Commissioner for Greater Manchester and Vice President,
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

<b>1 Welcome and Introductions</b>	
013/2018	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> <li>• Dame Vera Baird QC</li> <li>• Simon Cole, Chief Constable, Leicestershire Police</li> <li>• Ian Dyson, Commissioner, City of London</li> <li>• Simon Duckworth, City of London</li> <li>• Martin Surl, Police and Crime Commissioner for Gloucestershire</li> <li>• CC David Thompson, West Midlands Police</li> <li>• Sir Thomas Winsor, Chief Inspector, HMICFRS</li> </ul>
<b>2A and 2B – Minutes from 29 January 2018 meeting and Action Log</b>	
014/2018	<p>The Board agreed the minutes from the meeting on 29 January 2018.</p> <p>The Board reviewed the Action Log and noted Items 010, 012, 016, 034, 037, 045, 050 and 055 remain outstanding with all other actions closed.</p>
<b>3 - Update on the position of the Police Transformation Fund 2018/19 and 2019/20</b>	
015/2018	<p>The Board noted the work carried out across the portfolio since the previous meeting on 29 January 2018 to address the funding envelope available for the 2018-19 financial year.</p>
016/2018	<p>The four national programmes (Digital Policing Portfolio, National Enabling Programmes, Transforming Forensics and Specialist Capabilities) had considered the impact of both a 10% and 15% reduction in funding for the next financial year. In parallel, a new approach to the management of contingency/optimism bias was being developed, with this being managed at the portfolio level. This pooled approach would contribute to the requirement to manage the original ask of £96m by the four programmes to the Board's recommendation of £70m across all of the national programmes. The Board noted that all work undertaken to date achieved a spend in the region of £77m so accepted that further work would need to be conducted.</p>
017/2018	<p>The Board noted correspondence, tabled at the meeting, from Scott McPherson to the Chair of the APCC, Chair of the Board and Chair of the NPCC. This letter, received on 26 February 2018, sought a written assurance by 9 March 2018 in respect of the position on contracting authorities and delivery vehicles and the extent of force sign up for both the Digital Policing Portfolio and National Enabling Programme. This was because of the critical dependencies created within the programmes by these matters. The assurance was needed to enable the release of funding.</p> <p>The Board agreed that the timetable set in the letter was unachievable but as much detail as was available would be provided by 9 March 2018 with further details submitted by the end of March 2018.</p>
018/2018	<p>The Board concluded that:</p> <ul style="list-style-type: none"> <li>• the Police Reform Support Team should work with the Home Office to agree the processes by which any pooled approach to optimism bias is managed with this reported to the Board at a future date as part of a report into the arrangements for wider portfolio management</li> </ul>

	<ul style="list-style-type: none"> <li>• a tighter portfolio management approach will offer the capability to manage spend more dynamically to achieve the target spend profile</li> <li>• engagement between the NCA, Home Office and Specialist Capabilities Oversight Board will be required to ensure national to local SOC capabilities can be managed as a portfolio, with appropriate governance structures</li> <li>• information and best practice arising from Police Transformation Fund funded projects and programmes need to be shared with the service, ensuring the development of an evidence-based approach to transformation.</li> <li>• the service should be made aware that the position of the Fund means that the Board will not in a position to consider or support new proposals and that even with closer management it remains highly unlikely that funds will become available during the course of the year.</li> </ul> <p><b>Action Item 059: the Chair of the Board and Chair of the NPCC would agree a response with the Chair of the APCC which would be sent to the Home Office by 9 March 2018 with details of when further details would follow.</b></p> <p><b>Action Item 060: governance arrangements to be agreed between the NCA, Home Office and Specialist Capabilities Oversight Board in respect of the funding recommended for serious and organised crime capabilities.</b></p> <p><b>Action Item 061: The Police Reform Team to work with the Home Office and the College of Policing to draft a paper on knowledge sharing to be presented to the Board at the next meeting on the 26 April 2018.</b></p> <p><b>Action Item 062: the position in respect of the consideration of new proposals by the Board should be addresses in the summary correspondence sent by the Chair of the Board and the Chair of the NPCC following the meeting.</b></p>
<b>4 – Commissioned programmes</b>	
019/2018	<p><b>Item 4.1 - Delivery vehicle for national programmes</b></p> <p>The Board was presented with a business case to develop the Police ICT Company (the Company) to achieve the capacity and capability to act as the delivery vehicle and contracting authority for the national programmes. The Board noted that the 100 day plan, Vision and longer term development plan contained in the papers had been supported by the Police ICT Board.</p>
020/2018	<p>Members of the Board raised a number of concerns on which assurance was sought. These included:</p> <ul style="list-style-type: none"> <li>• whether sufficient work had been done to develop alternative options ahead of supporting the 100 day plan and Vision as set out in the papers</li> <li>• the potential risk for the plans to ‘over-centralise’ business change within a single entity when policing delivery was through a disaggregated model</li> <li>• the ability for the proposed model to accommodate flexible adoption by forces</li> </ul>

	<ul style="list-style-type: none"> <li>• the potential for the ‘mandating’ of the use of the Police ICT Company including the transition of existing contractual arrangements</li> <li>• the need to address the capitalisation issues associated with a changed role for the Company</li> <li>• ensuring that governance was adequate</li> </ul>
019/2018	<p>In addressing these issues the Board recognised that the issue of alternative options had been discussed in earlier meetings at a strategic level with a consequent agreement to explore the development of the Police ICT Company. However the robustness of the Company’s proposals should be tested with the agreement to the conduct of a Red Team exercise.</p>
019/2018	<p>The Board indicated that the development of the Company and the continuation of existing contractual arrangements were not mutually exclusive. Any transition to the Company could only take place where due diligence tests had been met and there was adequate support to do so.</p>
020/2018	<p>While acknowledging the concerns there was a broad consensus that these concerns did not pose an insurmountable obstacle to ultimately setting the Police ICT Company as the delivery vehicle for national police technology programmes. Engagement with Commissioners and Chief Constables on aspects of the Police ICT Company is planned through future APCC General Meetings and Chief Constables’ Council.</p> <p><b>Action Item 063: A Red Team exercise should be conducted on the proposal from the Police ICT Company with the outcome used to provide the assurance to recommend release the funding already recommended by the Board. This event should include attendance from the Metropolitan Police Service, Mayor’s Office for Policing and Crime, the Gateway Group, National Police Technology Council and the Home Office.</b></p> <p><b>Item 4.2 – Workforce Proposals</b></p>
021/2018	<p>Mike Cunningham, the Chief Executive of the College of Policing, gave an overview of the business cases for the workforce reform proposals: Leadership and Management Development, Policing Education and Qualification Framework (PEQF) Implementation, and Workforce Transformation Enablers.</p>
022/2018	<p>The Board reiterated its support, noting that this is necessary work to achieve workforce transformation in line with the Policing Vision 2025. The Board also noted the ask from the Home Secretary and Treasury to make progress at pace on the work on pay and reward as it was a key component to the future funding case for policing.</p> <p><b>Action Item 064: The support for the proposals by the College of Policing should be formally communicated to the Home Office.</b></p> <p><b>Item 4.3 – Proposed Criteria for Assessing Reprofiting Requests</b></p>
023/2018	<p>The Board reviewed proposed criteria for use when determining the Board’s recommendations in respect of requests for re-profiling of the use of the Fund across financial years. Given the current oversubscribed nature of the Fund, the Board wants to</p>

	<p>ensure that it has a suitably rigorous assessment process for such requests. The criteria were agreed and will be for future re-profiling requests. The Board noted that any urgent re-profiling requests requiring a decision prior to the start of the next financial year would be managed completely within the Home Office. The final decisions on re-profiling remain within the ambit of the Home Office.</p> <p><b>Action Item 065: The Police Reform Support Team to share the agreed re-profiling criteria with the Law Enforcement Transformation Unit in the Home Office and ensure that they are built into the Board’s future processes for considering re-profiling requests.</b></p>
<b>5 – Project Assessment Reviews – Lessons Learnt</b>	
020/2018	The Digital Policing Portfolio (DPP) and the National Enabling Programmes (NEP) underwent a Project Assessment Review process (PAR) in February 2018. The Board recognised that these reviews provided an opportunity for constructive critical discussions which allows for greater understanding around the challenges and issues faced by the programmes.
021/2018	The Board noted the findings of the NEP and DPP PAR reports, especially the conclusions of the reports that a lack of funding certainty presented risks to programme deliverables.
<b>6 – Other projects for Board consideration – Dorset and Devon &amp; Cornwall (PR118-2018)</b>	
022/2018	The Board noted the request from the Police and Crime Commissioners and Chief Constables for Dorset and Devon & Cornwall to receive monies from the Police Transformation Fund in the 2017-18 financial year and, potentially, the 2018-19 financial year to support the business case development to support a merger between the two forces.
023/2018	The Board recommended funding from the Police Transformation Fund for the 2017-18 financial year. The Board is supportive of closer working between Dorset and Devon & Cornwall and encouraged the sharing of learning across the service from the work that will be undertaken. However the Board did not support funding being recommended for the 2018-19 financial year.
	<b>Action Item 066: the Home Office to be notified of the Board’s recommendation in respect of proposal PR118-2018.</b>
<b>Future meetings</b>	
The Board’s next meeting will take place on Thursday 26 April from 13:00-16:00 at NPoCC Meeting Room Level 2, 10 Victoria St, London.	