

Police Reform and Transformation Board

Minutes of the meeting held on 25 May 2017 (1200-1430) at APCC, 5-8 The Sanctuary, London

Security classification: Not Protectively Marked

Disclosable under FOIA 2000: Yes

Author: Jane Carey

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

Date created: 05 June 2017

ATTENDEES	
Name	Organisation
Dame Vera Baird	Chair, Association of Police and Crime Commissioners, PCC for Northumbria
Katy Bourne	Police and Crime Commissioner for Sussex and Chair of the Police ICT Company (dialled in)
Jane Carey	Police Reform Support Officer, APCC
Jacky Courtney	Assurance Manager, Police Reform
Simon Duckworth	City of London
Hacer Evans	Director, Digital Policing Portfolio, attending on behalf of Chief Constable Stephen Kavanagh
Charlette Holt-Taylor	Head, Law Enforcement Transformation Unit, Home Office
David Lamberti	Director, Crime, Policing and Fire Group, Home Office
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
Craig Mackey	Deputy Commissioner, Metropolitan Police Service
Alex Marshall	CEO, 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
Fraser Sampson	Chief Executive, North Yorkshire OPCC
Oliver Shaw	Director of Policy, APCC
Jayne Stephenson	Chief Financial Officer, Office for the Police and Crime Commissioner for Greater Manchester and Vice President, Police and Crime Commissioners' Treasurers Society
Sara Thornton	Chair, National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire and Governance Lead for Specialist Capabilities (dialled in from 12.30)

Welcome and Introductions	
027/2017	<p>The Chair welcomed the Board and noted apologies from:</p> <ul style="list-style-type: none"> • Simon Cole, CC Leicestershire Police • Stephen Kavanagh, CC Essex Police • David Lloyd, PCC Hertfordshire • Martin Surl, PCC Gloucestershire • David Thompson, CC West Midlands Police • Sir Thomas Winsor, HMIC

028/2017	She further noted the Police and Crime Commissioner for Sussex and Nottinghamshire would be dialling in to the meeting and thanked representatives from the Home Office for their attendance.
029/2017	The Chair advised that the meeting had been convened to consider proposals for use of the Fund, therefore the minutes and action log from the Board's 26 April 2017 meeting would be reviewed at the meeting on 12 June 2017.
Priority Building Blocks – Future Actions	
030/2017	The Chair noted the paper and acknowledged that it reflected the outcomes of the discussion of the Board held on 26 April 2017 when consideration was given to the prioritisation of the building blocks for investment activity by the Board to assist in the delivery of the Policing Vision 2025. The paper also outlined recommended actions to aid in the implementation of the blocks.
031/2017	<p>The Board reviewed the document and discussed aspects of the building blocks and noted:</p> <ul style="list-style-type: none"> • the reform sub-boards are at differing phases of development and have varying capability (for example, resources, experience) to progress actions associated with programme oversight and the building blocks • the extent of the coordination challenge associated with interdependencies and initiating joint working between the building blocks, nationally commissioned programmes and local force initiated reform programmes • the Board does not have a comprehensive knowledge of the local force programmes that are driving reform locally and regionally • a methodology needs to be developed with the Home Office to manage and oversee the range of programmes and projects which now formed part of the PTF funded portfolio. It was agreed that a different approach may be needed in relation to small, medium and large spends with each requiring a proportionate approach to development and implementation requirements, monitoring, evaluation and reporting. This was a key aspect of the building block supported for prioritisation on Reform and Transformation Capability (Building Block reference 6.4)
032/2017	<p>The Board requested the Police Reform Support Team and Home Office work together to develop the approach outlined in the final bullet point above.</p> <p>Action Item 012 – The Police Reform and Transformation Support Team to work with the Home Office, APCC, NPCC and reform strands, as required, to develop an approach to portfolio management and oversight making use of the work undertaken by Accenture.</p>
033/2017	The Board noted that the building blocks had attached categories of low, medium and high noting that in this context 'high' and 'low' did not attract of meaning of overall importance rather than as an indication of those areas which might benefit from commissioning/co-ordination or investment support from the Board. The Board agreed the following in relation to the high priority building blocks:

<p>034/2017</p>	<ul style="list-style-type: none"> • <u>Building Block 2.1 - Specialist Capability Supply & Demand Management Model</u> The Board agreed that the work on data being undertaken by the Specialist Capabilities Board in 2017/18 would cover aspects of the 'data and demand' building block. • <u>Building Block 4.1 – Policing Data Strategy & Foundations</u> The Board agreed seed funding should be provided to assist the Police ICT Company and Police Technology Council develop a proposal outlining the strategic case for a commissioned national approach to common data standards. The Board agreed this work would require working with the NPCC, APCC and Home Office. • <u>Building Block 4.2 – Predictive Analytics and Risk Flagging Solution and Building Block 4.3 – ‘Open Source’ Data Exploitation Strategies</u> The Board supported a review of ongoing and proposed activity in relation to Predictive Analytics, Big Data and Open Source exploitation. It was noted that the Digital Intelligence and Investigations Programme was best placed to undertake this work, but the Board agreed that additional resource may be required to progress more discovery work in this area. • <u>Building Block 5.1 – Video Enabled Justice Platforms</u> The Board noted the proposal PR008-2017 would cover aspects of this building block. • <u>Building Block 6.4 – Reform & Transformation Support Capability</u> The Board agreed further financial support would be needed to implement Accenture’s Phase 1 recommendations relating to portfolio management. The Board supported joint working between APCC, NPCC and Home Office to undertake this work recognising the importance of providing support that met both the needs of the Home Office, Treasury and the wider service. • <u>Building Block 7.1 – Multi-agency Case Management Platform</u> The Board supported a landscape review being undertaken of case management systems currently used by the police service. The Board suggested initially surveying forces to determine the systems currently in use, before any funding for pre-discovery work is agreed. The Board agreed that work in support of this building block is to be overseen by the Local Policing portfolio. • <u>Building Block 8.1 – Police Education Qualification Framework</u> The Board recommended that the College of Policing prepare pre-reading material for attendees of the APCC/NPCC Joint Summit on 18 July to inform discussions that will take place. • <u>Building Block 8.2 – Knowledge Sharing Network Model</u> The Board agreed seed funding would be needed to support pre-discovery work through APCC, NPCC and the College of Policing on this building block. <p>To facilitate the work associated with the building blocks it was acknowledged that a number would benefit from seed-funding and/or short-term consultancy support to ensure pace was maintained. To this end the Board agreed, as had been the case with the Fund in the previous financial year, that a sum of between £2m - £3m should be earmarked with this recommendation being made to the Home Secretary. Spend against this would be</p>
-----------------	---

	<p>recommended through the Board and its supporting sub-Boards, as necessary, for onward consideration by the Home Office.</p> <p>Action Item 013 – a recommendation to be made to the Home Secretary for the earmarking of between £2m-£3m for use to seed-fund the work to take forward the building blocks prioritised for Board activity.</p>
Consideration of Proposals seeking Police Transformation Funding	
035/2017	<p>Ninety-seven proposals for Police Transformation Fund funding, 4 resubmissions and 2 reprofiling requests had been assessed by the Gateway Group on 10-11 April. Prior to the meeting, the Group’s recommendations were circulated to the Board. Board members were asked to identify any proposals for discussion they wished to raise by exception, where they did not agree with the Gateway Group’s recommendations.</p>
036/2017	<p>Board members were also to address the following issues:</p> <ul style="list-style-type: none"> • Whether the Fund should be used to support the Workforce proposals submitted by the College of Policing. On 26 April 2017, the Board suggested that discussion on this was included in the joint Commissioner/Chief Constable event scheduled for 18 July 2017. • Whether there needs to be a more fundamental debate on the funding model for the ROCUs as the submissions made jointly by the NCA/Serious Organised Crime lead amount to a significant proportion of the overall ROCU budget and a number of the proposals are unclear on how funding will be provided beyond the lifetime of the Fund. • Whether the supported proposals, jointly submitted by the NCA and Serious Organised Crime lead should have oversight through the Specialist Capabilities Board • Actions to establish the number and extent of legacy policing systems hosted within the Home Office and how future funding for these systems will be addressed • Whether to adopt a nationally commissioned approach to address aspects of vulnerability and domestic abuse, through the Local Policing reform strand • Whether to adopt a nationally commissioned approach to data and analytics, directing Chaucer to review proposals relating to Data and Analytics to determine how these proposals complement the work of the DII programme.
037/2017	<p>The Board considered each of the proposals made to the Fund taking account of the work undertaken during the gateway process and the work done by the Gateway Group. Board members declared where they had an interest in the proposal. The Board agreed the recommendations in the Report, with the exception of those proposals outlined in 041/2017 below. This included agreeing to adopt a commissioned approach to vulnerability and domestic abuse through the Local Policing reform strand and also to data analytics, to include a review of these latter proposals through Chaucer.</p>

038/2017	<p>The Board requested the Gateway Group re-examine the following proposals in response to comments raised by the College of Policing:</p> <ul style="list-style-type: none"> • PR081-2017 – Workforce Transformation – Licence to Practice & Professional Registration; • PR082-2017 – Workforce Transformation: Transforming the Police’s Response to Domestic Abuse • PR088-2017 – Workforce Transformation: Developing and Implementing the evidence base. <p>Action Item 014 – The Gateway Group to reconsider PR081-2017, PR082-2017 and PR088-2017 and report back to the Board on 12 June 2017.</p>
039/2017	<p>The Board discussed the issues that might helpfully be addressed by the College when the Professional Education Qualification Framework was discussed at the Joint Chief Constable and Commissioner Summit scheduled for 18 July 2017. The College agreed to the circulation of pre-reading materials to address the quantum of monies sought; delivery of better outcomes for the public; cost and time commitments required of forces, including anticipated take up by officers within forces; business benefit. The College indicated that they have relevant learning from other sectors which could be reflected in any materials.</p> <p>Action Item 015 – The College of Policing to prepare pre-reading materials for circulation to Chief Constables and Commissioners in advance of the discussion on the Professional Education and Qualification Framework scheduled for inclusion at the Joint APCC and NPCC Summit to be held on 18 July 2017.</p>
040/2017	<p>The Board agreed that further discussion was required with the Home Office on the approach to the funding of the ROCUs. This was in the context that the monies sought from the Fund for the proposals submitted by the National Crime Agency and the NPCC Serious Organised Crime lead almost equalled the existing funding allocation from the Home Office. In addition a number of proposal supported by the Board would require funding beyond the lifetime of the current Fund.</p>
041/2017	<p>The Board proposed that for those proposals which enhanced the capabilities of the ROCUs the funding requested should be allocated to the ROCUS with oversight through the existing regional structures. For other supported proposals submitted by the NCA and NPCC Lead for Serious Organised Crime the Specialist Capabilities Board should consider and agree the appropriate oversight arrangements.</p> <p>Action Item 016 – The Chair of the Board and Chair of the NPCC to raise the issue of the funding approach to the ROCUs with Home Office officials.</p> <p>Action Item 017 – The Specialist Capabilities Board to work with the NCA and NPCC Lead for Serious Organised Crime to agree the oversight arrangements for those proposals not related to the ROCUs.</p> <p>Action Item 018 – For supported proposals relating to the enhancement of ROCU capabilities the Board will recommend to the Home Secretary that funding is allocated to the ROCUs with oversight through existing regional structures.</p>

042/2017	<p>The Board agreed that there would be benefit in a review of the position of any legacy systems used by the police service which are hosted by the Home Office which may require replacement or updating. This was with a view to understanding what role, if any, might be played by the Board and/or Police Transformation Fund in the future.</p> <p>Action Item 019 – An approach to be made to the Home Office with a view to agreeing the role, if any, which might need to be played by the Board and/or Police Transformation Fund in respect of legacy systems used by the police service but hosted within the Home Office.</p>
043/2017	<p>The Board also requested further information in relation to PR105-2017- National ACE approach to policing vulnerability.</p>
044/2017	<p>The Board requested that the Reform Support team follow-up with CC Simon Bailey in relation to any potential call on the Fund associated with continuing the CSE coordinator capability.</p> <p>Action Item 020 - Police Reform team to report back to PRTB on 12 June 2017 in relation to potential call on the fund associated with the continuation of CSE capability.</p>
045/2017	<p>The Chair advised that following the meeting, the Chief Finance Officers for each proposal would be notified in writing of the Board’s recommendations to the Home Secretary. For those proposals that were recommended for funding, the letter would also contain a request from the Home Office for additional information required for their internal validation panel (such as: information on cashable/non-cashable benefits, project milestones, exit strategies, return on investment and benefits realisation, governance mechanisms and programme oversight arrangements, where relevant). The Board noted that, subsequent to meeting of the Gateway Group, the Home Office had also asked for an assessment of the benefits articulated for each of the proposals recommended for funding.</p> <p>The Board noted that the tight timeframes associated with supplying this additional information to the Home Office, would preclude this information coming back to the Board for further review (noting the ambition for proposals to be progressed to the Home Secretary prior to the summer recess). Therefore, the Board gave its support for the PRTB Support Team to work with the Chair and the NPCC Chair to undertake this work, out-of-session.</p> <p>Action Item 021 – Police Reform Support Team to draft recommendation correspondence for additions to be made by the Home Office prior to sign off by the Chair of the Board.</p>
Update on PTF implications of ongoing national projects	
046/2017	<p>The Board noted the current position of the national programmes, particularly in respect of their existing or future calls on the Police Transformation Fund:</p> <ul style="list-style-type: none"> • Comments have been invited from Commissioners and Chief Constables on the Specialist Capabilities Phase 2 Report recommendations for the central Specialist Capabilities programme by 31 May 2017. The Specialist Capabilities proposal will be considered at the 12 June PRTB. • The Digital Policing Portfolio has been working with the Home Office to address requirements associated with oversight arrangements during the period of

	<p>transitional funding. The Board noted the Digital Portfolio would provide a further update on its funding position at 12 June PRTB.</p> <ul style="list-style-type: none"> • The outline business cases for the Business Enabling programmes (IAM – Productivity Services and the Security Operations Centre) have been developed for comment and will be considered at the 12 June 2017 Board meeting. • Transforming Forensics does not intend to make a call on the Fund in the 2017/18 financial year.
Next steps until 12 June 2017 PRTB	
047/2017	The Board noted the next steps associated with informing forces on the outcome of their proposals in the discussion under Agenda Item 3 (refer, 048/2017 above).
Any Other Business (AoB)	
048/2017	No other business was raised by Board members. The Chair closed the meeting at 1430hrs.
049/2017	The next meeting of the Board will occur on Monday, 12 June 2017, 1300-1600, NoPOCC Conference Room, Level 2, 10 Victoria Street.