

## Police Reform and Transformation Board

Minutes of the meeting held on 6 December 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

**Date created:** 8 December 2017

ATTENDEES	
Name	Organisation
Katy Bourne	Police and Crime Commissioner for Sussex
Jane Carey	Police Reform and Communications Manager, APCC/NPCC
Alex Campbell	Police Reform Support Officer, APCC/NPCC
CC Simon Cole	Chief Constable, Leicestershire Police
Richard Cooper	NPCC, Chief of Staff
Jacky Courtney	Director, Police Reform Development, APCC/NPCC
Ian Dyson	Commissioner, City of London
Hacer Evans	Director, Digital Policing Programme
Martin Hewitt	Deputy Commissioner, Metropolitan Police Service (MPS), representing Cressida Dick, Commissioner, MPS
Charlette Holt-Taylor	Law Enforcement Transformation Unit
CC Stephen Kavanagh	Chief Constable, Essex Police
David Lamberti	Director, Policing, Crime and Fire Group, Home Office
Michael Lane	Police and Crime Commissioner for Hampshire
Rebecca Lawrence	Mayor's Office of Policing and Crime
Robert Leach	Acting CEO, Police ICT Company
Scott Macpherson	Director-General, Policing, Crime and Fire Group, Home Office
Fiona Mallon	OCU Commander, Metropolitan Police Service
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, Police and Crime Commissioners' Treasurers Society
Martin Surl	Police and Crime Commissioner for Gloucestershire
Gavin Thomas	Chief Superintendent and President of the Superintendents Association
CC Sara Thornton	Chair, National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire and Governance Lead for Specialist Capabilities
Rachel Tuffin	Acting Chief Executive Officer, College of Policing
Stephen White	Chair, the Police Federation of England and Wales

<b>1 Welcome and Introductions</b>	
089/2017	<p>The Chair opened the meeting and welcomed attendees. Apologies were noted from:</p> <ul style="list-style-type: none"> <li>• Dame Vera Baird QC, Police and Crime Commissioner, Northumbria</li> <li>• David Lamberti, Director, Policing, Crime and Fire Group</li> <li>• CC David Thompson, Chief Constable, West Midlands Police</li> <li>• Ben Priestley, National Officer, UNISON</li> <li>• Sir Thomas Winsor, Her Majesty's Inspector of Constabulary and Fire and Rescue Services</li> </ul>
090/2017	<p>The Chair welcomed Stephen White (Chair, the Police Federation of England and Wales) and Gavin Thomas (Chief Superintendent and President of the Superintendents' Association) to the meeting. He also welcomed the new Director-General of the Home Office's Crime, Policing and Fire Group, Scott Macpherson, who has replaced former Director-General, Paul Lincoln on the Board.</p>
<b>2A and 2B – Minutes from 14 September 2017 meeting and Action Log</b>	
091/2017	The Board approved the minutes from the 14 September 2017.
092/2017	The Chair reviewed the Action Log. The Board noted that Action Items 010, 012, 016 and 034 remain outstanding with all other actions being closed. The Board noted that Action Item 016 is being addressed through discussions between the Home Office, National Crime Agency (NCA) and Regional Organised Crime Units (ROCUs).
<b>3 – Review outcomes from PRTB Away Day – 20 October 2017</b>	
093/2017	The Board approved the summary paper as an accurate reflection of the outcomes of and actions from the Board's Away Day.
<b>4 – Future calls on the Police Transformation Fund from nationally commissioned programmes (18/19 &amp; 19/20)</b>	
094/2017	<p><u>4.1 - Capability development to address strategic threat and risk, impacting the local to the national prepared by National Crime Agency (NCA)</u></p> <p>Lynne Owens, Director-General, NCA presented a paper outlining five options for the Board to consider for commissioning to address the current capacity and capability gaps in addressing the threat of serious and organised crime. She requested the Board provide an indication of their preferred prioritisation of these options to enable the development of costed proposals for consideration at the Board's meeting in January.</p> <p>Board members commended the paper, and noted it articulated the linkages between local, regional and national capability development to respond to the changing nature of the threat. It was noted that Police and Crime Commissioners would welcome further articulation on the local benefits which stem from the proposed enhancement to capabilities which the Board acknowledged had been approached on a 'whole system' basis by the NCA. The Board noted that further engagement needed to be undertaken with PCC Portfolio leads, to build support for this work.</p>

	<p>The Board noted that these proposals would need to be considered alongside the current portfolio supported by the PTF which addressed aspects of serious and organised crime. In addition those aspects of the specialist capabilities portfolio and the ongoing work in the regions to ensure effective integration and alignment across the serious and organised crime aspects of the portfolio.</p>
095/2017	<p><b>Action Item 35: The Board agreed that proposals on economic crime, child sexual exploitation (CSE) and cybercrime, should be developed for further consideration by the Board at its meeting on 29 January 2018 when the quantum of the Police Transformation Fund for 2018/19 financial year would be known. The support by the NCA, Commissioners and Chief Constables should be reflected in the development of any proposals.</b></p>
096/2017	<p><b><u>4.2 - Workforce – strategic workforce priorities prepared by College of Policing</u></b></p> <p>Rachel Tuffin, Acting Chief Executive Office, College of Policing, presented the findings from the review of projects in the workforce reform strand. The gaps in the delivery of the workforce aspects of the Policing Vision 2025 were highlighted and identified as offering potential opportunities for Board commissioning. She noted that several outcomes of the workforce aspects of the Vision were being delivered by projects in other reform strands.</p> <p>The Board express support for the continuation of the financial support for the work being undertaken on the Pay and Reward Framework. In addition, it agreed with the priorities identified by the College. This funding request would be included in the overall request made to the Board at its January meeting.</p> <p>The Board noted that the proposal relating to the leadership and management model, would be best targeted at sergeants and inspectors. Connecting proposals to their outcomes for workforce reform and identifying the timescales in which benefits will be delivered, should be articulated in the proposals.</p> <p>The Board agreed there would be value in convening a group to discuss apprenticeships.</p> <p>The Board recognised that securing ongoing funding streams for the College (outside of PTF) is fundamental to ensure the College has sufficient capacity to deliver against the workforce strand of the Vision into the future.</p>
097/2017	<p><b>Action Item 36: The College of Policing to undertake further work on proposals relating to the Pay and Reward Framework; Leadership and Management Model, Senior Leadership Hub, Professional Education and Qualification Framework implementation and support; workforce business enablers. These should be included for consideration by the Board at its meeting on 29 January 2018.</b></p>
098/2017	<p><b>Action Item 37: Arrangements should be put in place to address the issues associated with apprenticeships schemes.</b></p>
099/2017	<p><b><u>4.3 - Delivery vehicle for national programmes</u></b></p> <p>The Board explored the changes needed for the Police ICT Company (PICTCo) to become the delivery vehicle for the implementation and ongoing support for the national technology programmes (Digital Policing Portfolio and the National Enabling Programme).</p>

	<p>This included consideration of a strategic vision for a reformed PICTCo, the rationale for the proposed target operating model and tranches of activity required to deliver this reform. The Board noted that the resources required to undertake this work did not currently lie in the Company and therefore consideration should be given to use of the Police Transformation Fund.</p> <p>The Board discussed the ongoing viability of the lead force model and agreed that it was not an ideal long-term delivery vehicle, due to the significant financial liability it placed on individual forces.</p> <p>Board members noted that it would be the Police ICT Company Board who would need to agree a final view on the re-development of the Company. The Board expected that any 'end-state' model is tested with Chief Information and Technology Officers, to include the NCA to ensure the necessary 'buy-in' from across the service.</p>
100/2017	<p><b>Action Item 38: A proposal should be submitted for consideration at the January 2018 meeting, seeking funding from the PTF (for 18/19 FY) to develop the PICTCo. This would include details to determine a target operating model and a costed articulation of the activities associated with developing the company.</b></p>

#### **5 – Police Transformation Fund Proposals**

101/2017	<p><u>Reprofiling Requests</u></p> <p>The Board noted that a number of re-profiling requests had been made to the Home Office who, in turn, were seeking the views of the Board on these. However it was understood that further requests were in the pipeline. The Board considered that all reprofiling requests should be considered in the context of the wider ask against the Fund. Therefore the consideration of the re-profiling requests included in the agenda should be deferred until the meeting on 29 January 2018.</p>
102/2017	<p><b>Action Item 39: All reprofiling requests should be considered by the Board at its meeting on 29 January 2018.</b></p>
103/2017	<p>The Board noted that funding for the Police Reform Support Team ceased on 31 March 2018. The Board agreed the principle that there was a continuing need for support and funding should be sought for the remaining two years of the Fund. The nature and quantum of that support should be agreed by the Chair of the Board and the Chair of the NPCC.</p>
104/2017	<p><b>Action Item 40: Chair of the Board and Chair of the NPCC to make an out-of-session recommendation to the Home Secretary for funding to support Police Reform Support Team for 18/19 and 19/20 financial years.</b></p>
105/2017	<p><u>Digital Policing Portfolio (DPP)- Outline Business Cases (OBCs)</u></p> <p>CC Steve Kavanagh presented the updates to the DPP OBCs, highlighting the increased request for funding across the three programmes into the 18/19 &amp; 19/20 financial years. He advised that Digital First was working with MOPAC as a contracting authority and the Programme was planning to make use of the Metropolitan Police Service as providing the platform for the delivery of the Single Online Home (SOH). Hacer Evans, Programme Director, Digital Policing Programmes advised that the financial sustainability modelling had</p>

	<p>been developed with the assistance of the Chief Finance Officer with Thames Valley Police and was based on the take-up by the 20 forces who had given a commitment to adopting the SOH.</p> <p>The Board noted that the views of the Gateway Group and that the Group supported the multi-year funding requested in the OBCs. The Board also expressed its support but did request that the DPP engage closely with PCCs on the benefits of the SOH, particularly on the costs of migrating to the new platform. The DPP also need to highlight the functionality that the new platform would provide PCCs (in contrast to existing systems). The Board also noted that the programme would be the subject of an Infrastructure and Projects Authority (IPA) style review in January with the outcome of this being orally reported to the Board at its January meeting.</p>
106/2017	<b>Action Item 41: The Board to make a recommendation to the Home Secretary for funding for the continuation of the DPP in line with the outline business cases subject to a satisfactory outcome to the IPA style review.</b>
107/2017	<b>Action Item 42: The DPP to work with the APCC to engage PCCs on the benefits of moving to the SOH; including the associated costs and savings.</b>
108/2017	<p><u>Specialist Capabilities Reform Strand</u></p> <p>The Specialist Capabilities Reform Strand lead (Chair, NPCC) updated the Board on the Specialist Capabilities projects that may be coming forward to request PTF funding in the 18/19 financial year. The Board noted that any proposal seeking PTF allocations for 18/19 would need to be considered in the round with other proposals at the 29 January 2018 PRTB meeting, and would need to go through a 'gateway' review process prior to this meeting.</p>
109/2017	<p><u>Consideration of a deferred request for funding</u></p> <p>The Board was briefed on a request for funding linked to a transformational proposal associated with specialist activity undertaken in forces and the NCA. The Board supported funding recognising the need for additional capability and the benefits which would accrue. The Board was also satisfied that the issue of sustainment costs beyond 2020 had been addressed. Outside of the meeting further information would be provided to the Board on ownership of the intellectual property rights associated with the proposal.</p>
110/2017	The Board noted the potential for other capabilities, currently funded through the Home Office, to come forward seeking PTF monies to ensure ongoing capability provision.
111/2017	<b>Action Item 43: The Board to make a recommendation to the Home Secretary for funding.</b>
112/2017	<b>Action Item 44: information on the ownership of the intellectual property rights associated with the proposal to be circulated to the Board outside of the meeting.</b>

<b>6 – Communications Strategy – Police Reform</b>	
113/2017  114/2017	<p>The Board noted the draft Communications Strategy and commented that it could be enhanced to maximise opportunities to engage with the public. The Board noted the urgent need to develop communications products for the wider service to communicate the objectives of reform and progress to date. The Board agreed that further comments should be sought outside of the meeting to be reflected in a revised version. The Chair of the Board and Chair of the NPCC should review to agree a final version for circulation to all Board members.</p> <p><b>Action Item 45: Police Reform Support Team to seek members' comments on the Communications Strategy with a view to a final version being agreed by the Chair of the Board and Chair of the NPCC and subsequently circulated to Board members.</b></p>
<b>7 - Updates from reform strands and progress on building blocks</b>	
115/2017	The Board noted the updates from each of the five reform strands and progress and planned actions to achieve the building blocks prioritised by the Board in May 2017.
<b>8 – Any other Business</b>	
116/2017  117/2017  118/2017	<p>Rebecca Lawrence, Chief Executive, MOPAC requested that an offline discussion take place between the Police Reform Support Team, Law Enforcement Transformation Unit, Home Office and MOPAC on the wider lessons learned from working on a proposal with multi-agency partners and the potential such projects had for reprofiling Fund spend.</p> <p><b>Action Item 46: Police Reform Support Team to arrange an out-of-session discussion between MOPAC, the Home Office and the Police Reform Support Team to discuss the potential wider lessons for potential reprofiling where proposals are predicated on multi-agency partnership working.</b></p> <p>The Board's next meeting will take place on 29 January 2018, 1300-1600, NoPOCC Conference Room, Level 2, 10 Victoria Street.</p>