

Police Reform and Transformation Board

Minutes of the meeting held on 12 June 2017 (1300-1600) at 10 Victoria Street, London

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

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ATTENDEES	
Name	Organisation
Ian Bell	NPCC Director Enabling Programmes, for Agenda Item 3A
Katy Bourne	Police and Crime Commissioner for Sussex – dialled in
Jane Carey	APCC/NPCC
CC Simon Cole	Chief Constable, Leicestershire Police
Jacky Courtney	Director, Police Reform Development, APCC/NPCC
Cressida Dick	Commissioner, Metropolitan Police Service
Charlette Holt-Taylor	Law Enforcement Transformation Unit
CC Stephen Kavanagh	Chief Constable, Essex Police
David Lamberti	Director, Policing, Crime and Fire Group, Home Office
David Lloyd	Police and Crime Commissioner, Hertfordshire
Rachel Tuffin	Director of Knowledge, Research and Education, College of Policing (Attended on behalf of Chief Executive)
Supt. Tim Metcalfe	Chief of Staff, NPCC
Julia Mulligan	Police and Crime Commissioner for North Yorkshire (Chair of the Board) – dialled in
Lynne Owens	Director General, National Crime Agency
Siobhan Peters	Attended on behalf of Rebecca Lawrence, Mayor's Office of Policing and Crime
Fraser Sampson	Chief Executive Officer, North Yorkshire OPCC – dialled in
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
CC David Thompson	Chief Constable, West Midlands Police
CC Sara Thornton	Chair, National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire and Governance Lead for Specialist Capabilities
Sir Thomas Winsor	Her Majesty's Chief Inspector of Constabulary, HMIC
Shane McDermott	Enabling Programmes (attending with Ian Bell for Agenda Item 3A)
Chris Sloan	Deloitte (attending with Ian Bell for Agenda Item 3A)
Owen White	Enabling Programmes (attending with Ian Bell for Agenda Item 3A)

1. Welcome and Introductions	
050/2017	<p>The Chair of the National Police Chiefs' Council opened the meeting reporting that she had been asked to chair the meeting as the Chair of the Board was unable to attend the Board meeting in-person in London. However, she would be dialling into the meeting. The Chair noted apologies from:</p> <ul style="list-style-type: none"> • Dame Vera Baird, Police and Crime Commissioner for Northumbria • Chief Constable Alex Marshall, CEO, College of Policing • Rebecca Lawrence, Mayor's Office for Policing and Crime
051/2017	<p>She further advised that the Police and Crime Commissioner for Sussex and Chief Executive of North Yorkshire would also dial in to the meeting.</p> <p>The Board noted the agenda would focus on submissions for funding from the national programmes, including the Enabling Programmes' Outline Business Cases and the Specialist Capabilities Programme.</p>
2A and 2B – Minutes from 26 April and 25 May meetings	
052/2017	<p>The Board approved the minutes from the 26 April and 25 May Board meetings; noting the required amendment to the 25 May minutes, pg. 3, paragraph 033/2017, Building Block 7.1, where the action should be amended to read, <i>'The Board supported a landscape review being undertaken of multi-agency case management systems currently used by the police service'</i> instead of <i>'The Board supported a landscape review being undertaken of ERP systems currently used by the police service'</i>.</p> <p>The Board noted these minutes would be published to the APCC and NPCC external websites.</p>
2C – Action Log	
053/2017	<p>The Board noted action items 007, 008, 009, 011, 014, 018, 020, 021 and 024B had been completed since the 25 May 2017 meeting and as such would be removed from the action log. The Board noted the following in respect of the outstanding actions.</p> <p>Action item 005 & 006 to be held over to the 14 September 2017 meeting.</p> <p>The Home Office advised that the two outstanding items (Action items 005 & 006) will be presented at the 14 September 2017 Board meeting. The Home Office noted that prior to September, they would engage with reform strand leads on the results from the PIF audit.</p> <p>Action 010 – to be finalised prior to 14 September PRTB.</p> <p>HMIC advised that the 'Network Code for Policing in the UK' paper (Action Item 010) would be circulated to Board members within the next four weeks for the first round of comments.</p> <p>Action Item 012 – A paper outlining the proposed PTF Portfolio Management approach is to be presented at the 14 September 2017 meeting of the Board.</p>

	<p>The Board noted that the presentation by Jacky Courtney at Agenda Item 5, would begin to address Action Item 012. If the approach proposed at that item was supported the Chair requested that a paper outlining the proposed portfolio management approach is presented at the 14 September 2017 meeting for the Board’s consideration.</p> <p>Action Item 013 – The Home Office to be notified of the Board’s recommendation for £2m-3m seed-funding – In progress.</p> <p>The Board noted that the Board’s recommendation for earmarking £2m-3m of seed corn funding from the Police Transformation Fund to take forward the building blocks prioritised for Board activity (Action Item 013) is to be formally be notified to the Home Office. This would include the provision of high level next steps requirements with an indication of potential levels of required spend for each building block.</p> <p>Action Item 015 – College of Policing to share the pre-readings materials for 18 July 2017 Joint CC/PCC Summit with Chair PRTB and Chair NPCC, prior to circulation.</p> <p>The College of Policing agreed to share their pre-reading material with the Chair of the PRTB and Chair, NPCC prior to its circulation to those attending the Joint CC/PCC Summit on 18 July.</p> <p>Action Item 016-018 – to be addressed in a paper developed by the NCA for tabling at 14 September Board. NCA to work closely with regional governance structures supporting ROCUs and the Home Office in the development of this paper.</p> <p>The NCA advised it would present a paper to the 14 September PRTB that would address Action Items 016-018. The Board requested that the NCA consult closely with the regional governance structures supporting the ROCUs (including relevant coordination committees) and the Home Office in the development of this paper.</p> <p>Action Item 019 – Results of discussions on the role (if any) of the Board/Fund in respect of legacy systems hosted within the Home Office – to be reported at 14 September PRTB.</p> <p>The Board noted that discussions would need to occur with the Home Office out-of-session to clarify the role of the Board/the Fund in respect of legacy systems used by the police service but hosted within the Home Office (Action Item 019). The Board agreed the results of these discussions should be reported at the 14 September PRTB.</p> <p>Action Item 020</p> <p>The Board noted the Police Reform Support Team had discussed the funding arrangements for CSE capability with CC Simon Bailey. This update appears at minute 067/2017 below.</p>
3. Submissions by National Programmes	
054/2017	<p>3A – Enabling Programmes: Identity Access Management (Productivity Services) and Security Operations Centre (SOC) – Outline Business Cases (OBCs)</p> <p>The Chair welcomed Ian Bell, NPCC Director, Business Enablers and Deloitte colleagues to the meeting. Mr Bell gave the Board an overview of the Enabling Services programmes, highlighting the objectives of the Productivity Services (to include Identity Access</p>

	<p>Management) and Security Operations Centre (SOC) projects and the work and consultation that had been undertaken to-date to develop the outline business cases.</p> <p>The Board noted the Gateway Group's comments on these business cases, especially in relation to the assumptions associated with the timescales around the take-up from forces. Additional concerns were raised that the future costs to and return on investment for individual forces needed more work to provide the Board with assurance that Chief Finance Officers had been adequately engaged in the process of developing the OBCs.</p> <p>The Board noted the options for the delivery vehicle for these Programmes included: a lead force, the Home Office or the Police ICT Company, with the appropriate governance mechanisms. It was noted that more discussions would need to be undertaken with the ICT Company, to articulate the expectations of their role in the delivery of the programmes and that this was an important element of the wider discussion required on national delivery vehicles.</p> <p>The Board supported the Outline Business Cases for Enabling Services Programmes (IAM + Productivity Services and Security Operations Centre), on the proviso that:</p> <ul style="list-style-type: none"> • More work is undertaken to address the hosting and delivery vehicle • Work is undertaken force-by-force on the estimates and assumed costs for each force, in consultation with Commissioners' Chief Finance Officers. It is anticipated that this work would demonstrate cost avoidance/cost savings. • Costs are to be reprofiled ahead of any submission being made to the Fund. <p>The Board requested that Mr Bell report the outcomes of the ongoing work associated with these programmes to the Business Enablers Reform Board. The Board agreed to delegate its authority to the Chair of the Business Enablers Reform Board and the Chair of the Board to approve a recommendation for funding out-of-session, noting that this decision did not need to come back to the September Board meeting.</p> <p>Action Item 022 – Mr Bell to work with Commissioners' Chief Finance Officers and the Business Enablers Reform Board to ensure the costs and benefits to forces and Commissioners are addressed within their medium term financial planning in respect of the business enabling programmes.</p> <p>Action Item 023 – Home Office to work with Mr Bell to articulate their requirements for the Home Office validation panel.</p> <p>Action Item 024A – The Programme Director for the National Enabling Programmes to conduct an assessment on the potential use of the Police ICT Company and/or a lead force to act as the delivery vehicle for the Business Enabling programmes.</p> <p>3B – Specialist Capabilities</p>
056/2017	<p>The Board noted the Specialist Capabilities proposal requests £3,087,920 from the Fund for 2017-18. However, the covering paper indicated a potential change to the scope of the programme. The Board noted that while the Gateway Group has not provided feedback on this proposal, comment has been sought from Chief Constables and Police and Crime Commissioners through the formal meeting structures of the Association of Police and</p>

057/2017	<p>Crime Commissioners and the National Police Chiefs' Council on the range of options presented by the Specialist Capabilities Programme team.</p> <p>The Board noted that the feedback from Commissioners was still being sought and collated but the indication was that while there was broad support for the direction of travel, not all PCCs supported all aspects of the recommendations contained in the Specialist Capabilities Programme Team's Phase 2 Report. However, the Board did acknowledge the importance of progressing this work in a timely manner, especially in the context of the recent terrorism incidents in London and Manchester.</p> <p>The Board supported the proposal to seek monies from the Fund to support the ongoing work of this reform strand. The Board delegated its authority to the Chair of the Board, Chair NPCC and Chair APCC to make a recommendation to the Home Secretary for funding of the Specialist Capabilities proposal out-of-session. This recommendation will be made subject to the views of PCCs not being discordant with the recommendation of the Board. To do this, the Chair APCC will consult with the two PCC representatives on the Specialist Capabilities Board. As such, the Board agreed the proposal did not need to be returned to the September meeting.</p> <p>Action Item 024B – Chair PRTB, Chair NPCC and Chair APCC to review the comments of Commissioners in relation to the Specialist Capabilities Programme Team's Phase 2 Report recommendations and, subject to these make a recommendation to the Home Secretary for funding of the Specialist Capabilities proposal out-of-session.</p> <p>3C – Digital Policing Portfolio</p>
058/2017	<p>The Board referenced the paper at Agenda Item 6B for its discussion on this item. The Board noted that the Digital Policing Portfolio team were working towards the production of two interim outline business cases for mid-June. These had been requested by the Home Office to enable advice to be provided to Ministers ahead of the summer recess on the funding for the programme. The final versions of the outline business cases were expected by the end of July 2017. The Board noted that the Programme Team, at the request of the Home Office, were holding both weekly and monthly progress meetings with staff from the Law Enforcement Transformation Unit and the Police Information and Digitisation Unit.</p>
059/2017	<p>The Board continued to support the programme and the approach it recommended following the Board meeting held on 1 March 2017. This would see Ministers being asked to 'ring fence' monies over three years to support the portfolio with a view to a staged release of funds. The Board continued to anticipate the need for staged release on the basis of agreed milestones/deliverables.</p>
060/2017	<p>The Board was of the view that the core team supporting the programme required a degree of certainty in respect of its funding and to enable this Ministers should be asked to agree funding for the core team for the full 2017-18 financial year subject to any agreed deliverables/milestones. It was hoped that a similar approach could be taken over the anticipated funding period.</p>
061/2017	<p>The Board agreed that it would need to review the two outline business cases at its meeting in September with a view to recommending to Ministers the continued support or</p>

	<p>otherwise for the programme.</p> <p>Action Item 025 – the Board to make recommendations to the Home Secretary for the funding for the Digital Policing Portfolio.</p> <p>Action Item 026 – the Board to consider the two outline business cases being developed by the Digital Policing Portfolio at the Board meeting on 14 September 2017 with a view to making a recommendation to the Home Secretary on the Board’s continued support or otherwise for the programme.</p>
4. Review of PTF Proposals	
	<p>4A – Proposals Submitted by College of Policing</p>
062/2017	<p>On the 25 May 2017 the Board requested the Gateway Group review the following proposals to enable their consideration by the Board:</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.
063/2017	<p>The Board noted that while the Gateway Group had given some initial comments in its report before the Board on 25 May 2017, unfortunately, subsequent to that meeting, only one member of the Gateway Group had been able to review the proposals further. This feedback had reiterated reservations about the overall cost of the proposals.</p>
064/2017	<p>Given the limited comment, the Board recommended that proposals PR081-2017, PR082-2017 and PR088-2017 are discussed along with PR093-2017, which deals with the Professional Education Qualification Framework, at the 18 July Joint Summit for Commissioners and Chief Constables. The Board recognised the importance of the professionalisation of the service as reflected in its prioritisation of the related building block. The Board requested that the College prepare pre-reading material to delegates on these proposals to inform the Summit discussions. The Board suggested that these materials should cover the issues raised by the Board, including, the implications of there being no legislation to underpin the ambition for the proposals, an informed assessment of the practicalities, realities and appetite in the service for the implementation of the proposals as envisaged by the College and a fuller articulation of the quantifiable benefits.</p>
065/2017	<p>The Board agreed that the Chief Executive, College of Policing would present these proposals on 18 July 2017 with the resultant feedback from Chief Constables and Commissioners to shape any revised proposals from the College. The Board requested that any revised proposals from the College of Policing are included in the agenda of the Board for its meeting 14 September 2014.</p>
066/2017	<p>The Board agreed that any revised COP proposals would need to be reviewed by the Gateway Group prior to their consideration by the Board in September. The Board also requested that the College of Policing attend any meeting of the Gateway Group to present revised proposals and clarify any questions.</p>

067/2017	<p>Action Item 027 - Feedback from 18 July 2017 Summit to inform a revised set of proposals from the College of Policing, which are to be reviewed by the Gateway Group, prior to reconsideration by the Board at 14 September PRTB.</p> <p>4B. Update – Potential call on the Fund for the continued support for Child Sexual Exploitation co-ordinators</p> <p>The Board noted that the Police Reform Support Team had contacted colleagues in Norfolk Constabulary about the current funding arrangements for CSE Coordinators. The Board noted that, while the current grant agreement does secure funds for the CSE coordinators in 2017-18, funding for 2018-19 onwards has not been secured and therefore there is a growing risk of loss of staff with no certainty of employment beyond March 18. The Board noted that the APCC/NPCC are working with the Home Office and Norfolk to examine options for funding arrangements in 2018/19.</p> <p>Action Item 028 – the Police Reform Support Team to note that funding will be sought from the Fund for CSE Coordinators from 2018-19 onwards</p>
5. Future Police Transformation Fund Portfolio Management	
068/2017	<p>Jacky Courtney, Director of Police Reform Development, presented a potential approach to portfolio management of the Fund in future years noting that the recommendations by the Board, and subsequently supported by the Home Secretary, will deliver a broader strategic change programme that supports the delivery of the Policing Vision 2025.</p>
069/2017	<p>The Board broadly supported the approach outlined in the presentation believing it had the potential to move the focus for the Board to a funded change programme rather than the allocation of a pot of money. The Board recognised the need for:</p> <ul style="list-style-type: none"> • more engagement with force change managers • both Force and Commissioner Chief Finance Officers to be made aware of the impact of the programme to ensure that forces are aware of future funding commitments associated with national change management programmes. This is both in terms of costs and benefits. • any governance and oversight mechanisms to be flexible with staged gateway processes managed in a way to not disrupt the momentum of achieving the outcomes for a programme/project • any portfolio management approach, including the identification of further programmes and projects, to adopt the language of a funded change programme, shifting away from a bidding process for funding. • centrally managed national change programmes to be proportionate to locally and regionally based initiatives.
070/2017	<p>In supporting the direction of travel outlined in the presentation the Board recognised the need to develop more detail for their approval on the four elements covered:</p> <ul style="list-style-type: none"> • The Transformation Roadmap, which is currently being developed to facilitate discussion at the Joint Summit to be held on 18 July 2017, which would reflect the funded change programme, articulate the milestones of projects and programmes,

	<p>begin to map out the delivery timetable for benefits and provide the basis of the narrative for the Home Office and Treasury on what the Fund is expected to deliver.</p> <ul style="list-style-type: none"> • The expectations of programme management, including the role of the Board and any of its supporting structures. • Reporting and oversight mechanisms, including the role of the sub-boards and what use might be made of existing methodologies such as those developed by Chaucer to support the major Home Office programmes. • Evaluation strategies for projects with the potential for impact/process evaluation with this work
071/2017	The Chair requested that a communications person attended the next PRTB and communications products are developed to bring the work of the Board to a wider audience in the Service.
072/2017	To support the development of the portfolio management approach and the work needed to implement the priority building blocks, the Chair NPCC requested that the Board agree to recommend that £2m-3m to be ringfenced from the Fund. The Board agreed that this funding was imperative to progressing this work and requested the Chair NPCC, Chair PRTB and APCC work with the Home Office to secure this funding.
073/2017	<p>The Board gave its in-principle support for holding a workshop in the autumn. The Board recognised that its need to focus on the allocation of the Fund in recent meetings had prevented it from giving due attention to its strategic role. An autumn workshop would provide the opportunity to give the appropriate consideration to the ongoing business of the Board with consideration given to its strategic agenda for the short to medium term. NCA suggested such a workshop would be usefully informed by information on threat assessment and a recognition that the work of the Board was to build an effective law enforcement community.</p> <p>Action Item 029 – arrangements to be made for a Board workshop in the Autumn with a view to determining the Board’s strategic programme of work for the short to medium term</p>
6. Police Reform Strand Updates	
074/2017	The Board noted the written updates from the five reform strand leads.
7. Any other Business (AoB)	
075/2017	<p>MOPAC raised a concern in respect of the recommendations of the Board on a proposal which they had submitted but which had not fully supported. The Board agreed to delegate its authority to the Chair NPCC and Chair PRTB to work with MOPAC out-of-session to address this issue or any other queries resulting from the Board’s recommendations made in respect of funding unless of sufficient significance to merit further consideration by the full Board.</p> <p>Action Item 030 – the Chair of the Board and Chair of NPCC to deal with any follow up issues resulting from the recent tranche of Board recommendations</p>
076/2017	HMIC noted the High Court’s judgement delivered in relation to the resignation of the chief Constable from South Yorkshire had lessons for the Service.

077/2017	<p>The Home Office noted that two proposals would need to be reviewed (PR077-2017 – National Police Medical Welfare Service and one of the ROCU/SOC proposals submitted by NCA and NPCC lead for SOC). These would be dealt with under the delegated authority of the Chair of the Board and Chair of the NPCC noted at Action Item 30.</p> <p>The Chair closed the meeting at 1605hrs.</p> <p>The next meeting of the Board will occur on Thursday, 14 September 2017, 1300-1600, NoPOCC Conference Room, Level 2, 10 Victoria Street.</p>
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