



## Police Reform and Transformation Board

### Minutes

13:00 – 16:00 Wednesday 14 December 2016

NPoCC Conference Room, 2<sup>nd</sup> Floor, 10 Victoria Street, London

**Security classification:** Not Protectively Marked

**Disclosable under FOIA 2000:** Yes

**Author:** Oliver Shaw

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

**Date created:** 15 December 2016

#### ATTENDANCE

Nazir Afzal	Chief Executive, APCC
Vera Baird	Police and Crime Commissioner for Northumbria and Chair, Association of Police and Crime Commissioners (APCC)
CC Simon Cole	Chief Constable, Leicestershire Police
Jacky Courtney	Assurance Manager, Police Reform
Charlette Holt-Taylor	Head of the Law Enforcement and Transformation Unit, Home Office
CC Stephen Kavanagh	Chief Constable, Essex Police
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
Paul Lincoln	Director General, Crime, Policing and Fire Group, Home Office
Craig Mackey	Deputy Commissioner, Metropolitan Police Service
Alex Marshall	Chief Executive, 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, Office for the Police and Crime Commissioner for North Yorkshire
Oliver Shaw	Director of Policy, 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 for Nottinghamshire and Governance Lead for Specialist Capabilities
Adrian Wight	Law Enforcement and Transformation Unit, Home Office
Sir Thomas Winsor	Chief Her Majesty's Inspector of Constabulary, HMIC
Alexander Gosling	Health and Public Service, Accenture
Christopher Lane	Strategy Lead (UK), Public Service, Accenture
Dominic Pia	Health and Public Service, Accenture
Alex Slater	Managing Director, Health and Public Service, Accenture

## **1. WELCOME AND INTRODUCTIONS**

1.1 The Chair welcomed attendees and introductions were made.

## **2. MINUTES FROM THE LAST MEETING HELD ON 15 NOVEMBER 2016**

2.1 The minutes of the meeting held on 15 November 2016 were agreed subject to clarifying that the Chair had arrived shortly after the meeting had started.

2.2 CC Sara Thornton informed the Board that she had spoken to the Staff Association representatives who had attended the last meeting. They re-iterated the comments made at the end of the meeting held on 15 November 2016 that they had found attendance both interesting and useful. They were content to work with the Board based on engagement twice a year. Steve White had expressed interest in becoming more closely involved with the Workforce stream being led by the College of Policing.

## **3. WORKSHOP WITH ACCENTURE**

3.1 The Accenture team reminded the Board that the focus of their work was to propose a way by which the Board could use the Policing Vision 2025 (the Vision) to shape decisions around transformation for the police service, guiding how resources are used to keep people safe and provide effective, accessible and value for money services.

3.2 The Accenture team structured the workshop around four areas on which the views of the Board were sought. These were the outcomes which had been derived from the Policing Vision 2025; the landscape review conducted by the Accenture team, accepting that full mapping of transformational work across the entire service had not been possible in the tight timescales but work funded by the Police Innovation Fund and Police Transformation Fund had been analysed to assess contribution towards the Policing Vision 2025; recommended building blocks to achieve the Vision and the support required by the Board to deliver the Vision.

3.3 The Board supported the use of the eight outcomes developed by the Accenture team subject to the comments made by the Board and validation with the wider police service. Comment was made that outcomes needed to achieve the necessary focus on victims and the international aspects of crime and their linkages to local policing. The outcomes were:

- Increase in proactive and preventative policing interventions to protect citizens, support the vulnerable and help build more cohesive communities
- The intelligent deployment of local resources and our networked specialist capabilities counters both current and evolving crimes to keep the public safe
- Citizens receive a consistently high quality service across a seamless, modern channel set that integrates both digital and traditional methods

- We capture, analyse and share data at speed within police forces as well as between police forces and partners which improves our decisions and service delivery
- Core infrastructure, digital platforms and tooling enhance colleague experience and improve frontline services across the breadth of policing and justice activity
- We have consolidated, professional back office services that maximise opportunities to share workload and achieve economies of scale across forces and other partners
- We deliver integrated services across police forces, external partners and international organisations to improve our response to threat, harm, risk and vulnerability
- A diverse, motivated and capable workforce that evolves with service demands and builds the skills, behaviours and culture needed to succeed

3.4 During the workshop the following issues and points were raised and discussed:

- More work was needed to define what was meant by 'commissioning' and what this would mean for the Board. The Board recognised that it was neither desirable or possible for the Board to provide oversight and support of all transformational activity being undertaken across the police service. In addition, the Board recognised that it needed to ensure that any direct commissioning it recommended must demonstrate 'added value' to the totality of policing rather than potentially being viewed as a threat to local choice.
- The Board understood the need to undertake work to achieve demand reduction, including preventative work 'upstream' from policing.
- The Board needed to ensure that investment was not focused on issues that could be described as 'yesterday's problems'. There was an opportunity for the Board to recommend pump priming activity in areas previously not supported.
- The landscape review would benefit from feeding in the transformational work being undertaken at a local and regional level which was not funded through either the Police Innovation Fund or Police Transformation Fund.
- Consideration needs to be given to the options available for the delivery of work which the Board recommends for direct commissioning.
- It may be helpful to the work of the Board to have a clearer understanding of the 'target state' or 'operating model' to which the Board was building.
- The constraints and challenges placed on the Board and wider police service because of the need to work within an annualised grant funding model. In addition the lack of certainty about funding that might be available beyond the current Comprehensive Spending Review period. However members of the Board expressed the view that work which demonstrated value for the public and met local and national expectations would

be almost certainly be considered on its merits.

- The Board needed to work with Police and Crime Commissioners and Chief Constable to ensure the legitimacy of its work recognising that Commissioners, in particular, remained sceptical of the value of a more centralised approach. This created a potential challenge and tension between the time needed to achieve this legitimacy and the need to apply any agreed framework to develop a programme of work for recommendation to Ministers making use of funds through to 2020.
  - The Board explored a hypothetical transformation programme put forward by the Accenture team which had been developed using the transformational framework. This needed validation and required a financial overlay.
  - The Board supported an approach which would see a mix of commissioned proposals and 'bottom-up' innovative proposals. Further work was required on the processes which would be employed by the Board to make recommendations to the Home Secretary.
  - A range of views were expressed on the proposed governance arrangements for the work recommended by the Board, whether commissioned or undertaken at a local or regional level. There was a suggestion that there would be a need and value in ensuring that a 'design authority' type function was exercised to support the Board, that an ongoing view of the landscape was maintained and that benefits were articulated and tracked to enable the Board to be assured of the delivery of the Vision.
  - The Board asked that final materials referred to 'officers and staff' rather than just 'officers'.
- 3.5 The Board asked for validation to be undertaken on the work conducted by Accenture, including the development of a proposed prioritised and broadly costed programme of work for consideration at the next Board meeting. The Board supported the use of existing networks, such as the Technology Council, Association of Policing and Crime Chief Executives, Police and Crime Commissioners' Treasurers Society, together with the two national bodies to conduct the validation work. This would be in addition to seeking comment from the wider police service.
- 3.6 The Chair thanked the Accenture team for their work and all agreed it was remarkable how much they had achieved in such a short period.

#### **4. FUNDING PRINCIPLES FOR THE DIGITAL EVIDENCE TRANSFER SERVICE**

- 4.1 Adrian Wight introduced the paper which explored options for the potential financing of the Digital Evidence Transfer Service (DETS). This work is intended to ensure that forces' unstructured data is compatible with the work being undertaken through the Common Platform Programme sponsored by Her Majesty's Courts and Tribunal Service, Crown Prosecution Service and the Ministry of Justice. The Board noted the feedback from Paul Lincoln that it was unlikely that monies would be forthcoming from the Treasury. However further work would be undertaken with the Ministry of Justice.

- 4.2 The Board supported the exploration of a mix of cost models, including a combination of the use of the Police Transformation Fund and local budgets. Hacer Evans, Director of the Digital Policing Programme would be undertaking further work with a view to the development of a more detailed business case to be considered by the Gateway Group in January 2017. This included the need to understand the mix of capital and revenue spend and 'business as usual' costs with initial estimates indicating a figure of £15m per annum.

## 5. RESUBMISSION OF TRANSFORMATION FUND BIDS

- 5.1 Tim Metcalfe spoke to the paper which contained three elements

### Use of projected underspend

- 5.2 The Board noted that there was an anticipated £2.1m underspend on the Police Transformation Fund in the current financial year; 2016-17. The Gateway Group were undertaking work to conduct a 'light touch' review of the successful Fund 2016-17 bids to give greater certainty to the projected underspend figure.
- 5.3 Jayne Stevenson sought clarification for projects currently funded through the Police Innovation Fund (PIF) on the ability to maximise PIF spend in the current financial year. Adrian Wight would work with Jayne Stevenson following the meeting.
- 5.4 Home Office colleagues agreed that as a matter of urgency they would clarify the rules on 'in-year' spend and give further consideration as to how the financial issues and concerns raised by the Board might be addressed.
- 5.5 The Board agreed that consideration should be given to allowing Commissioners who had developed business cases for joint working between fire and police to seek funding for their business case preparation from any 2016-17 underspend. This would be followed up with the Home Office. In addition the Board would recommend to the Home Office that any successful bid to the Police Transformation Fund which had required match funding no longer be required to do so.

### Re-submitted proposal – Automated Facial Identification (South Wales) (SEPT16042)

- 5.6 The Board was informed that this bid had previously been considered in September 2016. Further work had been suggested to ensure that the proposal was complementary to the Home Office Biometrics and the National Law Enforcement Data Service Programmes. Tim Metcalfe updated the Board on the work which had been undertaken. The Board noted the work and supported the bid receiving funding subject to the caveats made by the Gateway Group which had reviewed the resubmission. This would be reported to both South Wales Police and the Home Office.

### Board recommendations to facilitate projects requiring funding from April 2017

- 5.7 The Board supported the proposed approach outlined in the paper to reaching recommendations for the allocation of Police Transformation Fund for 2017-18. This included the approach for proposals which required funding to be in place from April 2017. To ensure

that as much time as possible was given to the Home Secretary to consider recommendations, the Board agreed to the circulation of a report from the Gateway Group on proposals seeking April 2017 funding on which Board members' views would be sought. The Board agreed that the Chair of the Board, working with the Chair of the NPCC and with the benefit of Board members' comments, would be able to make recommendations on behalf of the Board to the Home Secretary.

## **6. POLICE TRANSFORMATION FUND UPDATE**

- 6.1 Adrian Wight introduced the report. The Board noted the position in respect of the Police Transformation Fund for 2016-17 and the work proposed by the Home Office to promote accurate forecasting. The Board also noted that the Rt Hon Brandon Lewis MP, Minister of State for Policing and the Fire Service, would be making a statement on the following day in respect of police funding more generally which would include details of the quantum of the Police Transformation Fund in 2017-18.

## **7. AOB**

- 7.1 The Board was informed that in addition to the materials circulated by the Accenture team during the meeting there was further supporting and detailed documentation. This would be circulated to Board members. Use would be made of the materials during validation. The Chair highlighted that the additional materials contained several issues on which the views of the Board would be sought in the coming weeks and future Board meetings.