

Police Reform and Transformation Board

Minutes of the meeting held on 15 November 2016 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

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ATTENDANCE

Present

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| Nazir Afzal | Chief Executive, APCC |
| Vera Baird | Police and Crime Commissioner for Northumbria and Chair, Association of Police and Crime Commissioners (APCC) |
| Oliver Cattermole | Chief of Staff, College of Policing |
| CC Andy Cooke | Merseyside Police |
| Jacky Courtney | Assurance Manager, Police Reform |
| Simon Duckworth | Member City of London Police Committee |
| Hacer Evans | Director, Digital Policing Programme, NPCC (For Item 5) |
| CC Stephen Kavanagh | Essex Police |
| Helen King | Assistant Commissioner, Metropolitan Police Service |
| Rebecca Lawrence | Chief Executive, Mayor's Office for Policing and Crime |
| Paul Lincoln | Director General, Crime, Policing and Fire Group, Home Office |
| David Lloyd | Police and Crime Commissioner for Hertfordshire |
| 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)(From Item 4) |
| Lynne Owens | Director General, National Crime Agency |
| Oliver Shaw | Director of Policy, APCC |
| Martin Surl | Police and Crime Commissioner for Gloucestershire |
| DCC Gavin Stephens | Surrey Police |
| CC Sara Thornton | Chair, National Police Chiefs' Council (NPCC) |
| Richard Thwaite | Home Office IT |
| 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 |
| Steve White | Chair, Police Federation of England and Wales |
| Gavin Thomas | President, Police Superintendents Association England and Wales |
| 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 & INTRODUCTIONS

1.1 CC Sara Thornton opened the meeting explaining that the Chair's train had been delayed. She sought the meeting's agreement to changing the order of the agenda to ensure that the Chair could be present for the agendum workshop with Accenture. She welcomed colleagues from the Staff Associations and Accenture. Introductions by all those attending were made.

2. MINUTES OF LAST MEETING HELD ON 23 SEPTEMBER 2016

2.1 The minutes of the meeting 23 September 2016 were agreed as full and accurate.

3. RE-SUBMISSION OF POLICE TRANSFORMATION FUND BID FROM THE WEST MIDLANDS

3.1 The Board was informed that this bid had previously been considered in September 2016. Further work had been requested to ensure that the proposal was not in conflict with the National Law Enforcement Data Programme. Tim Metcalfe updated the Board on the work undertaken. The Board noted the work and supported the bid receiving funding. This would be reported to the Home Office.

3.2 Rebecca Lawrence extended an invite to those involved in this proposal to gain an understanding of the data analytics work being conducted by the Mayor's Office for Policing and Crime (MOPAC).

3.3 A number of Board members expressed a measure of disappointment in the time taken by the Home Office to make funding announcements. Paul Lincoln apologised for the delay and informed the Board that the Home Secretary intended to make an announcement soon.

4. WORKSHOP WITH ACCENTURE

4.1 The Accenture team reminded the Board of the brief they had been given to complete. The focus of their work was to:

- translate the Policing Vision 2025 into a transformation framework/strategy to assist the work of the Board.
- explore the outcomes sought by the Board and the capabilities required by the Board to achieve those outcomes.

4.2 The Board discussed the draft outcomes developed by Accenture and the approach proposed by Accenture to achieve those outcomes. During the discussions, the following issues and points were raised and discussed:

- Sir Thomas Winsor offered to prepare a paper for a future meeting of the Board to explore the concept of a Network Code for use across the police service. He referenced that this approach was successfully used in other sectors. Comments were made that any Code would need to consider wider community safety issues and collaboration with wider partners.
- Members were asked to consider the work developed by Accenture in the light of the Board's discussions with a view to informing a further discussion at the Board meeting scheduled for 14 December 2016.
- The Board was supportive of the proposal that non-financial support could be offered to forces and commissioners to assist in aligning transformation proposals to any transformational framework
- The work of the Board had to be viewed as complementary to the local and not a threat

- Any framework must not be viewed as being over complicated and bureaucratic. To address this concern Accenture would simplify aspects of the emergent framework
- The Board wished to develop its role to effectively commission transformational work and the framework had the potential to assist in this process, including making use of the landscape review being undertaken by Accenture
- Any final agreed set of outcomes must be relevant and resonate with frontline officers and staff and the public
- A framework was potentially helpful to help determine short and longer term priorities
- The Board needed to determine its role in respect of monitoring, evaluation and potentially intervention

4.3 Accenture colleagues thanked the Board for their comments and would further develop the framework. This next iteration of the framework would form part of the agenda for the next meeting of the Board to be held on 14 December 2016.

5. DIGITAL POLICING BOARD UPDATE AND DIGITAL EVIDENCE TRANSFER SERVICE

Digital Policing Board Update

5.1 Steve Kavanagh spoke to the Digital Policing Board update paper contained in the agenda. Work was being undertaken to develop proposals which would seek funding during 2017-18. This would involve initial consideration by the Digital Programme Board of the business case being developed for Digital Public Contact, Digital Investigations and intelligence and Digital First. This work stream recognised the importance of understanding the capabilities of front lines officers and gaining support from them. To achieve this there was a need for effective communication.

5.2 The Board noted the report acknowledging the need to The Digital Policing Board to work towards convergence.

Digital Evidence Transfer Service

5.3 Sara Thornton and Hacer Evans introduced the paper on the Digital Evidence Transfer Service. The annex to the paper included in the agenda for the Board had been considered and supported by the National Police Chiefs' Council. The Board was made aware that the level of funding required for the programme which would enable the uploading and transfer of data and information between the police service, courts, and wider criminal justice system, would be more than that available through the Police Transformation Fund. Funding would be required in the second quarter of 2017-18.

5.4 The Board supported the proposed work and noted that a further paper, prepared by the Home Office, would be coming forward to the meeting of the Board in December to deal with funding options. It was acknowledged that work would also be required on determining the delivery model.

6. POLICE INNOVATION FUND EVALUATION BY THE HOME OFFICE

6.1 Adrian Wight introduced this item and explained that the Home Office would shortly be conducting a review of the Police Innovation Fund. It was hoped to have the work completed by March 2017. The Home Office sought the Board's support in encouraging responses to the review.

6.2 As this was the first review of the Police Innovation Fund the review was welcomed. The need for this work to complement that of Accenture was noted.

7. ANY OTHER BUSINESS – Chair

- 7.1 The Chair sought the views of Steve White and Gavin Thomas on the work of the Board. Both reported that their attendance had been valuable and that their respective organisation would consider how they could add value to the work of the Board.
- 7.2 The need for effective communication to frontline staff was identified as a key activity for the Board. There was a need to 'make the work of the Board a 'reality' for staff and officers. Mention was made of the information contained on the APCC and NPCC website but it was acknowledged that a broader communications plan was required.

8. DATE OF NEXT MEETING

- 8.1 The next meeting of the Board was scheduled for Wednesday 14 December 2016 between 1.00pm and 3pm.