

Police Reform and Transformation Board

Minutes of the meeting held on 14 June 2018 (1300-1520) 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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ATTENDEES	
Name	Organisation
Katy Bourne	Police and Crime Commissioner for Sussex (dialled in)
Alexandra Campbell	Police Reform Support Officer
Jane Carey	Police Reform and Communications Manager
Richard Cooper	Chief of Staff, NPCC
Jacky Courtney	Director of Police Reform Development
Mike Cunningham	Chief Executive Officer, College of Policing
Simon Duckworth	City of London
Ian Dyson	Commissioner, City of London
Hacer Evans	Programme Director, Digital Policing Portfolio, representing Stephen Kavanagh, Chief Constable, Essex Police
Dorothy Gregson	Chief Executive, Office for the Police and Crime Commissioner for Cambridgeshire; Representative of APACE
Susannah Hancock	Chief Executive of the APCC
Martin Hewitt	Assistant Commissioner, Metropolitan Police Service (MPS), representing Cressida Dick, Commissioner, MPS
Charlette Holt-Taylor	Head of Law Enforcement Transformation Unit, Home Office
Michael Lane	Police and Crime Commissioner for Hampshire (dialled in)
Julia Mulligan	Police and Crime Commissioner for North Yorkshire (dialled in)
Jayne Owen	Director of Finance (Policing), Greater Manchester Combined Authority; Representative of PACCTS
Lynne Owens	Director General, National Crime Agency
David Thompson	Chief Constable, West Midlands Police (dialled in)
Sara Thornton	Chair of National Police Chiefs' Council
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire and Chair of the Board
Adrian Wight	Law Enforcement Transformation Unit, Home Office
Sir Thomas Windsor	Chief Inspector, HMICFRS
Mark Burns-Williams	Police and Crime Commissioner for West Yorkshire (dialled in)
For specific items:	
Ian Bell	Chief Executive Officer, Police ICT Company
Jo Ashworth	Programme Director, Transforming Forensics
James Vaughan	Chief Constable, Dorset Police and SRO, Transforming Forensics

Item 1 - Welcome and Introductions	
049/2018	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> • Scott McPherson, Director General, Crime, Policing and Fire Group, Home Office • David Lamberti, Director of Policing, Policing, Fire and Crime Group, Home Office • Steve Kavanagh, Chief Constable, Essex Police • Rebecca Lawrence, Mayor's Office for Policing and Crime (MOPAC), • Cressida Dick, Commissioner, Metropolitan Police Service, being represented by Martin Hewitt
Item 2.1 and 2.2 – Minutes from 26 April 2018 meeting and Action Log	
050/2018	<p>The Board agreed the minutes from the meeting on 26 April 2018, without amendment. The Board reviewed the Action Log and noted Items 010, 012, 034, 045, 050, 066, 067 and 072 remain outstanding with all other actions closed.</p>
Item 3.1 – Update on the position of the Police Transformation Fund 2017/18 2018/19 and 2019/20	
051/2018	<p>Adrian Wight, Law Enforcement Transformation Unit updated the Board on the out-turn position of the Police Transformation Fund at the end of the 2017/18 financial year. The Home Office attributed the large underspend on the fund (£38.7m) to the awarding of grants later than planned, over-optimism in project plans related to spending forecasts, delays in recruitment processes and funding and governance challenges associated with commencing multi-force projects. With a revised approach to allocating the Fund through central commissioning by the Board in 2018/19FY and 2019/20FY, over-programming of the Fund in future years and closer in-year quarterly monitoring, the Home Office anticipated that there will improved management of any potential underspends in future financial years.</p>
052/2018	<p>Both the Chair of the Board and Chair of the NPCC expressed dissatisfaction, on behalf of the Board, at the outturn position and that the full extent of it had become apparent to the Board at this meeting. The Board noted that the information presented was based on accruals and sought the provision of final figures once they were available.</p>
053/2018	<p>The Chair emphasised the importance of the Board considering commissioning of the Fund for its last year i.e. 2018/19, especially in the lead-up to a potential spending review. The Board discussed:</p> <ul style="list-style-type: none"> • the need to ensure future funding settlements are granted over a multi-year timeframe. There is an efficiency argument for multi-year funding, which would maximise productivity from the commencement of projects (saving resources on stopping and starting projects as evidenced with yearly funding cycles). Ensuring flexibility for projects to shift expenditure is key to achieving anticipated benefits of the individual projects and programmes. • the need to ensure that quarterly monitoring reports contain accurate and useful information to keep track of projects' spending in-year. The Board offered its support to the Home Office to work with the service where required to ensure this requirement was met. The Home Office advised they were seeking early

	<p>information from projects on the Q1 returns for 2018/19.</p> <ul style="list-style-type: none"> • how the Board’s leadership will ensure that the learning from the allocation of the Fund in the 2017/18 financial year drives the cultural change needed in the Service to achieve Policing Vision 2025. The Board acknowledged the achievements of several national programmes who have delivered significant programme milestones in the face of funding and resourcing uncertainty. • the need to ensure that future reporting and analysis from quarterly returns and monitoring is not duplicated between the work of the LETU and the portfolio management resource and makes use of the Sharpcloud reporting system developed by Chaucer. <p>Action Item 075: The LETU to provide confirmed 2017/18 end of year figures to the Police Reform Team for circulation to the Board.</p>
<p>Item 3.2 – Further proposals seeking Police Transformation Funding in 2018/19 from the Police Transformation Fund</p>	
<p>054/2018</p>	<p><u>Specialist Capabilities</u></p> <p>The Chair NPCC requested the withdrawal of the proposal made by the Specialist Capabilities Programme. She advised that more information was required from the Programme Team before it could be presented to the Board. The Board agreed to hold over their consideration of this proposal until the September board meeting.</p> <p>Action Item 076: The Chair NPCC to bring the Specialist Capabilities proposal seeking funding from the Police Transformation Fund to the meeting of the September Board.</p>
<p>055/2018</p>	<p><u>Workforce Transformation Pay and Reward</u></p> <p>The Chair NPCC presented the request from CC Francis Habgood for additional funding to resource the team who are undertaking the financial modelling for pay and reward reform. The Chief Executive of the College of Policing spoke in support of the proposal which is fundamental to rewarding officers for their contributions and a key tenet of workforce reform.</p> <p>The Board supported the proposal and agreed to an out-of-session recommendation to the Home Secretary by the Chair of the Board and Chair of the NPCC following the holding of a ‘virtual’ gateway group process.</p> <p>Action Item 077: Following a virtual gateway process, the Chair of the Board and Chair of the NPCC to make an out-of-session recommendation to the Home Secretary for the use of the Police Transformation Unit to support the work on pay and reward reform.</p>
<p>056/2018</p>	<p><u>Knowledge Sharing Network Model</u></p> <p>The Chief Executive of the College of Policing presented a proposal to the Board in response to the Board’s request for the College to drive delivery of the prioritised knowledge sharing network model building block. The proposal sought funding to pump</p>

057/2018	<p>prime four discrete project activities that would support the implementation of the building block.</p> <p>In discussion the Board noted that:</p> <ul style="list-style-type: none"> • the College’s work could benefit from join up with the related work being done by the National Crime Agency in respect of the strategic intelligence function project. • ‘insight’ provided a better description of the horizon-scanning and foresight function, rather than ‘intelligence’ which has specific connotations with police operations. • the College had been working with the work the Superintendents’ Association as they viewed horizon scanning as a priority. • the potential spend for 2019/20 to support the knowledge sharing work should be earmarked. Work would also be needed to embed knowledge sharing into ‘business as usual’ for the College beyond the lifetime of the Fund. • potential synergies existed with the Transforming Forensics programme in respect of work on continuous improvement
058/2018	<p>The Home Office was provided with reassurance that the College was appropriately linked to the Digital Intelligence and Investigations Programme and the work of the Police ICT Company on its knowledge hub. The Home Office emphasised the requirement to be led by a business case when further developing these proposals.</p>
059/2018	<p>The Board supported the proposal and agreed to an out-of-session recommendation to the Home Secretary by the Chair of the Board and Chair of the NPCC following the holding of a ‘virtual’ gateway group process.</p> <p>Action Item 078: Following a virtual gateway process, the Chair of the Board and Chair of the NPCC to make an out-of-session recommendation to the Home Secretary for the use of the Police Transformation Unit to support the work to develop the knowledge sharing building block.</p>
Item 3.3 – The Police ICT Company Vision	
060/2018	<p>The Chair and Chief Executive of Police ICT Company updated the Board on the work the Company had undertaken since the Red Team exercise held in March 2018 to refine the Company’s vision and socialise options for the capitalisation of the Company. Following in-principle support received at the APCC’s May 2018 General Meeting, the Company has been working with chief finance officers to develop capitalisation options and has provided further information on the commercial construct of the first phase of proposed activity to the Home Office. The Board emphasised the urgency for a funding decision in order for the Police ICT Company to start delivering for the Service.</p>
Item 4 – Transforming Forensics	
061/2018	<p>Transforming Forensics Programme’s SRO, CC James Vaughan, updated the Board on the work to consider options for the programme’s delivery vehicle. The Board noted that with</p>

062/2018	<p>36 forces indicating ‘in-principle’ support for the programme, it was imperative that the programme identify an appropriate delivery vehicle. The Board’s support was sought for the further development of three preferred options with these being brought back to the Board at its next meeting for further consideration. The Board noted the need for strong governance in any virtual national network and that the need to deliver live services into forces should be a determinant in the decision on choice of delivery vehicle.</p> <p>The Board supported further work to be undertaken to develop the three delivery vehicle options identified in the paper.</p> <p>The Transforming Forensics Programme Director presented the results of the Project Assessment Review, undertaken in April 2018. The Board noted the recommendations of the Report and the steps that the Programme has taken to address the recommendations.</p> <p>Action Item 079: Transforming Forensics to present their proposals for delivery vehicles to the Board in September 2018.</p>
Item 5 – Outcomes from the Police Reform Summit held 7 June 2018	
063/2018	<p>The Board noted the paper detailing the outcomes of the Police Reform Summit held on 7 June 2018. The Chair thanked the Police Reform Team for their work in developing an excellent programme. The Board noted that outcomes from the day are informing the current work programme across several of the reform strands and upcoming work on the spending review.</p>
Item 6 – September Awayday	
064/2018	<p>The Board discussed the potential outcomes sought from the Board’s away day scheduled for September. The Board agreed that the Chair of the Board and Chair of the NPCC settle the detailed programme out-of-session.</p> <p>Action Item 080: The Chair of the Board and the Chair of the NPCC to settle the programme for the September away day out-of-session.</p> <p>Action Item 081: The Police Reform Team to agree the date for the away day and next Board meeting with the Chair of the Board and the Chair of the NPCC and inform Board members once agreed.</p>