

Police Reform and Transformation Board

Minutes of the meeting held on 7 November 2018 (1300-1520) at Portland House, 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
John Apter	Chair, Police Federation
Mark Burns Williamson	Police and Crime Commissioner for West Yorkshire, Chair of the APCC
Alexandra Campbell	Police Reform and Support Officer
Simon Cole	Chief Constable, Leicestershire Police
Richard Cooper	Chief of Staff, NPCC
Mike Cunningham	Chief Executive, College of Policing
Cressida Dick	Commissioner, Metropolitan Police Service
Ian Dyson	Commissioner, City of London
Metin Enver	Police Federation
Susannah Hancock	Chief Executive of APCC
Charlette Holt-Taylor	Head of Law Enforcement Transformation Unit
Michael Lane	Police and Crime Commissioner for Hampshire
David Lloyd	Police and Crime Commissioner for Hertfordshire
Scott MacPherson	Director-General, Crime, Policing and Fire Group
Caryl Nobbs	UNISON
Lynne Owens	Director General, National Crime Agency
Siobhan Peters	Chief Financial Officer, MOPAC
David Thompson	Chief Constable, West Midlands Police
Sara Thornton	Chair of National Police Chiefs' Council (NPCC)
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire
Adrian Wight	Law Enforcement Transformation Unit, Home Office (and also part of the new joint portfolio team).
Giles York	Chief Constable, Sussex Police
For specific items:	
Ian Bell	Chief Executive Officer, Police ICT Company

Item 1 - Welcome and Introductions	
065/2018	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> • Katy Bourne, Police and Crime Commissioner, Sussex • Simon Duckworth, City of London • Dorothy Gregson, CEO of OPCC Cambridgeshire and David Peet, CEO of OPCC Derbyshire representing APACE • Charlette Holt Taylor, Head of LETU, Home Office • David Lamberti, Director of Policing and Fire, Home Office • Jayne Owen, representative for PAACTS • Martin Surl, Police and Crime Commissioner, Gloucestershire • Siobhan Peters (CFO) is representing MOPAC, as Rebecca Lawrence (Chief Executive) is unable to attend • Sir Thomas Windsor, Chief Her Majesty's Inspector of Constabulary
Item 2.1 and 2.2 – Minutes from 26 April 2018 meeting and Action Log	
066/2018	The Board agreed the minutes from the meeting of 14 June and 2 September.
067/2018	<p>The Board reviewed the Action Log and noted that all actions were closed apart from 010, 034, 072 and 083. The Board noted that outstanding actions 010 and 034 had been overtaken by events so the Board agreed that these can be closed.</p> <p>083 to remain outstanding as Transforming Forensics will return to the Board to present the work on a delivery vehicle.</p>
Item 3.1 – Report from the Police Portfolio Board	
068/2018	Adrian Wight, Law Enforcement Transformation Unit updated the Board on the work to date of the Policing Portfolio Board. These activities include addressing stage gates and scrutiny of projects for the purposes of Home Office assurance.
069/2018	The Policing Portfolio Board has established proactive management of the Police Transformation Fund (the Fund) to address underspend. Due to low cost and early delivery, underspend has been identified. Forecasts from projects and programmes are backloaded as expected but there is inherent risk of further underspend as year goes on. A reserve list for projects has been developed through the work of the sub boards and reform strand leads. The more underspend can be identified by the end of the year 2018, the greater use can be made as the reserve list exceeds the amount of the Fund. The Board appealed for honest reporting from projects.
Item 3.2 – Financial report, Current Status of the PTF 18/19	
070/2018	The Board noted the report and requested that future updates on the current status of the Fund include further narrative explanation.
071/2018	The Board agreed that there was scope for further discussions at the away day in December 2018 on how to better fund reform in light of the Spending Review submission. The Board noted that progress against spend is improving and the commissioning approach

072/2018	<p>agreed by the Board at the end of 2017 is working. The Board however recognised the need for prioritisation and efficient decision making processes. A number of capabilities within the police reform workstream have an ongoing cost that needs to be baselined and mainstreamed.</p> <p>The Board agreed that it must pay heed to national benefit from the funding allocated to projects at a local level. The Board emphasised that the scalability and transferability elements of projects seeking further funding, or already funded should be drawn out as a matter of priority, along with learning that can play into the investment decisions for the 19/20 financial year. The NCA agreed to clarify the £48million for the new Serious Organised Crime Strategy announced on 1 November 2018.</p> <p>Action 86/2018: The NCA will write to Police and Crime Commissioners to clarify the composition of the £48million announced by the Security and Economic Crime Minister on 1 November to back the Serious Organised Crime Strategy.</p>
Item 4.1 – Police ICT Company	
073/2018	<p>Ian Bell, Chief Executive of the Police ICT Company, presented the summary report to the PRTB. Over the last six months the Police ICT Company has been engaging with Police and Crime Commissioners and Chief Constables to develop a business case. This business case will be going to Policing Portfolio Board on 19 November. The Board agreed that the Police ICT Company is on the right trajectory to become a contracting authority for the delivery of the national transformation programmes.</p>
074/2018	<p>The Board observed that the current investment plan continues past the lifetime of the Fund, which will end in March 2020. This issue needs to be considered as part of the ongoing work on the Spending Review submission.</p>
075/2018	<p>The Police ICT Company is alive to the development of the National IT strategy; the Board acknowledged that the digital and technology landscape is fragmented but observed Company is a vehicle to achieve greater consensus over the next 12 months. The Board highlighted that the Knowledge Hub is part of this key offer to encourage people to engage in a more active way. The Board recognised the dilemma of a localised approach fitting into a national framework, and identified this as part of a wider discursive issue for the away day in December. The Board reiterated its broad support for the direction of travel of the Police ICT Company.</p>
Item 4.2 – Reserve List	
076/2018	<p>As part of the revised portfolio managements, underspend has been identified for potential reallocation in-year. The Board, recognising that the final decision is for Ministers, considered that the best way to make recommendations on proposals in-year and retain oversight of the portfolio at a strategic level, was to agree of a list of proposals (the so-called reserve list) that can be deployed in year as any hidden underspend becomes apparent. The approach reflected the need for a dynamic approach to balancing individual proposals to make full use of funding</p> <p>A prioritised list has been developed in consultation with sub boards under criteria agreed by the Board. The Board noted while the Specialist Capabilities Oversight Board and the Business Enablers Sub board had met before the Board, the Workforce Transformation</p>

077/2018	<p>Group, Local Policing Sub board and the newly formed Digital Sub board did not have the opportunity, so these proposals are in a different governance position.</p> <p>The Board reviewed these proposals. The Board observed that there were a number of opportunities to widen scope or accelerate delivery, and that this would feed into the discussions around the shape of investment of the Fund for 19/20 financial year. The Board emphasised that any identified underspend should be spent, therefore decisions must be made by December 2018. Any recommendations must always be viewed in light of achieving the Policing Vision 2025 and being good investments, not just whether the money can be spent.</p>
078/2018	<p>The Board supported the recommendation of the projects on the reserve list but flagged the following issues for further work and discussion at the Policing Portfolio Board:</p> <ul style="list-style-type: none"> • National Data Quality Improvement – the Board noted that the City of London has not had great sight on this particularly in light of role as NPCC lead on data. DPB which is meeting on 15 November will feed into PPB. West Mids and OKIP bid will be consideration at DPB as well. Delegated authority for these two to DPB alongside PPB on 19 November. • Modern Slavery Network - Support at this stage only related to the 18/19 funding addition, there were separate considerations about investment for 19/20. There are a number of projects where the ability to mainstream the capability into business as usual after the lifetime of the Fund is limited. • Proper evaluation and scalability - the Board noted that there were no proposals from the local policing reform strand. The Board will consider at the away day the challenge of scaling projects to the national level. <p>Action 87/2018: Commissioner Dyson with support from the Police ICT Company to conduct a professional assessment on National Data Quality Improvement to get a clearer view before Policing Portfolio Board on 19 November.</p>
Item 4.3 – National Police Welfare Service	
079/2018	<p>The College of Policing updated the Board on the progress of the National Police Welfare Service (NPWS) and sought feedback from the Board on the work of the NPWS. The Board was pleased to hear that the NPWS has gained momentum and has a programme manager and governance arrangements in place.</p>
080/2018	<p>The Board recommends that the NPWS seek feedback from individual forces on the challenges faced. There is a clear appetite for this service from forces. The Board also recommended that the College of Policing and the NPWS review the welfare services the Ambulance Service and Fire Brigade provide to their employees. Significant learning may be gained from this review.</p>
081/2018	<p>The Board reiterated that employers have responsibility for the welfare of their staff and emphasised that the service provided by the NPWS must be additional to that already provided by forces and Offices of Police and Crime Commissioners. The Board also wished to emphasise the importance of ensuring the NPWS is self-sustaining to ensure its continuation after the end of the lifetime of the Police Transformation Fund.</p>

082/2018	The Board acknowledges that ensuring officers' and staff wellbeing is a core part of leadership, and reiterates its support for the NPWS as a priority.
Item 5 – Progress towards achieving the Policing Vision 2025	
083/2018	The Board reviewed progress towards achieving the Policing Vision 2025 (the Vision) through the strategic tool of the building blocks. The building blocks are the tangible outcomes policing needs to deliver in order to achieve the Vision. The Board in May 2017 prioritised six building blocks out of 20 for the prioritisation of investment as part of the Board's commissioning approach adopted at the end of 2017. These building blocks were then used as the framework for the commissioning approach. The Board agreed that the building blocks had built the portfolio of projects under the Fund, and that this portfolio was now in flight and being managed, as part of the new portfolio management arrangements. The Board noted however that the building blocks may now be out of date for the current conversation. This was identified as an area for reflection at the away day, whether the Board is to make a conscious discussion to move forwards from the building block framework to new challenges.
084/2018	<p>The Board also discussed whether there was space for a debate on public services reform more widely and whether we needed to consider a wider collaboration board / forum to take this forward, led by leaders of different public services. It was felt that there may be an opportunity for a national debate on what core public services provision should look like. The Home Office had an important role to play in this in engaging with other government departments on this re. partnership working.</p> <p>Action 88/2018: The Chair of the Board, the Chair of the NPCC to engage with Board members on how to take forwards the discussion on the building blocks for the away day.</p>
Item 6 – Revised Portfolio Management	
085/2018	The Board agreed that these new portfolio management arrangements were created with a view to greater involvement from policing colleagues and building on progress made. The Board accepted the Memorandum of Understanding (MoU) between the Association of Police and Crime Commissioners (APCC) the National Police Chiefs' Council (NPCC) and the Home Office Law Enforcement Transformation Unit (LETU). These organisations reiterated their commitment to the joint endeavour of proactive management of the portfolio of projects funded by the Fund to maximise benefits and support the strategic direction decision making of the Board. The Board agrees the MoU is not legally binding, but sets out roles and responsibilities of organisations in the joint endeavour.
086/2018	The Board noted the Terms of Reference (ToRs) for the Policing Portfolio Board, which had been amended further to the Board's comments at the away day in September 2018. The Board made further comments on the ToRs.

Item 7 – The Shape of Investment – PTF 19/20	
087/2018	Adrian Wight of the Home Office updated the Board on the current view of demand on the Police Transformation Fund 19/20.
088/2018	This reflected projects that are adjacent to current portfolio and is based on a flat fund assumption. The figure for the Fund for the 19/20 will be announced as part of the Provisional Police Settlement in December 2018. The Fund will be active managed by the new portfolio arrangements and similar to last year will be subject to contractual over programming. Further work was needed to refine the funding requirements for the in-flight programmes and any new
089/2018	The Board noted it would be helpful to maintain communications with projects and programmes. Further analysis and engagement will assist with the Board making investment recommendations to Ministers in the round in January 2019.
Item 8 – Update from Reform Strands	
090/2018	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.