

Police Reform and Transformation Board

Minutes of the meeting held on 11 January 2019 (1300-1530) 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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Name	Organisation
Simon Bennewith	Benefits Realisation Manager, Joint Portfolio Team
Derek Blundell	Portfolio Analyst, Joint Portfolio Team
Katy Bourne	Police and Crime Commissioner for Sussex
Mark Burns-Williamson	Police and Crime Commissioner for West Yorkshire, Chair of the APCC
Chloe Butcher	Police Reform Portfolio Support Officer, Joint Portfolio Team
Simon Cole	Chief Constable, Leicestershire Police
Richard Cooper	Chief of Staff, National Police Chief's Council (NPCC)
Simon Duckworth	City of London Police Authority
Ian Dyson	Commissioner, City of London
Steve Freeman	Chief Finance Officer, Office of the Police and Crime Commissioner for Lancashire and representative for PAACTS
Susannah Hancock	Chief Executive of APCC
Charlette Holt-Taylor	Head of Law Enforcement Transformation Unit
Michael Lane	Police and Crime Commissioner for Hampshire
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
David Lloyd	Police and Crime Commissioner for Hertfordshire
Scott MacPherson	Director-General, Crime, Policing and Fire Group
Bernie O'Reilly	College of Policing
Lynne Owens	Director General, National Crime Agency
Martin Surl	Police and Crime Commissioner for Gloucestershire
David Thompson	Chief Constable, West Midlands Police
Sara Thornton	Chair of the 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 agenda item:	
David Powell	Ch Supt and NPCC Spending Review lead

Item 1 – Welcome, Introductions and Apologies	
001/2019	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> • Andy Cooke, Chief Constable, Merseyside Police • Mike Cunningham, Chief Executive, College of Policing • Dorothy Gregson, Chief Executive, Office of the Police and Crime Commissioner for Cambridgeshire. • David Lamberti, Director, Policing, Crime and Fire Group

	<ul style="list-style-type: none"> • David Peet, Chief Executive, Office of the Police and Crime Commissioner for Derbyshire (Chair of APACE). • Sir Thomas Winsor, Chief Her Majesty’s Inspector of Constabulary
Item 2.1 and 2.2 – Minutes from 7 November 2018 meeting and Action Log	
002/2019	The Board agreed the minutes from the meeting of 7 November 2018.
003/2019	<p>The Board reviewed the Action Log and noted that all actions were closed apart from 083. The Board received an update on Action 083 (provided by Jo Ashworth, Programme Director for Transforming Forensics):</p> <p><i>As of January 2019, the NCA have released a senior manager to work directly with TF to work through the detail of the design and implementation of the NCA as long-term host; the first workshop is 10th January. This work will involve consideration of the risks and issues associated with this option, to be presented through the NCA governance in the Spring; the exact timeline is currently the subject of discussion internally within the NCA, as it needs to align with existing governance boards. In parallel Dorset continue to be the interim host and similar work will be undertaken with them to assess whether or not Dorset remains a viable alternative option. This work should keep the decision-making on track for the PRTB deadline of September 2019.</i></p>
Item 3.1 – Conflicts of Interest Policy	
004/2019	Adrian Wight, Law Enforcement Transformation Unit, introduced the paper which recommended the introduction of a Conflicts of Interest policy.
005/2019	The Board agreed that a policy was required to regulate the interests of members but should avoid a long and detailed register and allow reflection on relevant interests at each meeting.
006/2019	<p>The Board asked that the policy further define force and organisation interests, with the focus being outlined as personal, financial and non-financial interests. Whilst Annex B was identified as going some way towards defining these interests it was agreed that changes would be made to make the definition of interests in the context of PRTB’s work clearer. It was suggested that the option recommended (Option 3) would be agreed once the changes were made. The policy would be reviewed and re-drafted if required post-implementation.</p> <p>Action Item 089: Adrian Wight to re-draft Conflicts of Interest policy to ensure clarity surrounding individual, force and organisational interests. These amendments will be reviewed as part of the Action Log item at the February Board.</p>
007/2019	<p>The Board then declared interests relevant to the Board agenda:</p> <ul style="list-style-type: none"> - David Lloyd – Hertfordshire bid – ANPR - Sara Thornton – Specialist Capabilities programme - Katy Bourne – leads on VEJ Board, PICTCo, Digital Portfolio (APCC) - Mark Burns-Williamson – Modern Slavery and Police National LD in collaboration with Single Online Home proposals. - Ian Dyson – Reserve List: Innovation Hub, NPCC Lead on Business Crime - Lynne Owens – SOC bids and TF (on request of Board) - Bernie O’Reilly – Workforce proposals.

	<ul style="list-style-type: none"> - Giles York – Digital Policing Portfolio and Workforce lead - Paddy Tipping – PICTCo Board member. - Rebecca Lawrence – digital projects and Director of Police Crime Prevention Initiatives
Item 4.1 – PRTB Away Day – Next Steps	
008/2019	The Board welcomed the discussion paper provided by the APCC and NPCC, stating it provided a good summary of the points to be drawn from the PRTB Away Day. The paper set out options for the Board ahead of the upcoming APCC general meeting and NPCC Chief’s Council. These options will be presented to PCCs and CCs.
009/2019	<p>The Board’s reaction to the paper was positive. Option 3 was identified as providing the best approach.</p> <p><i>Option 3 - Develop: The PRTB seeks to develop and define a stronger, strategic leadership role around police reform and transformation in consultation with PCCs and Chiefs. This would be initiated through a defined project to define and consult on the status and role of such a body, to be completed by summer 2019. Subject to agreement, this could be implemented soon after.</i></p>
10/2019	<p>The Board made the following observations regarding the remaining options:</p> <ul style="list-style-type: none"> - Option 1 – Status Quo: Board has been taken as far as it can in current form. - Option 2 – Close Down: would be turning backs on something which has worked well and to say it is no longer needed would place PTF in difficult position for SR both financially and philosophically.
11/2019	<p>The Board outlined the following points to be considered to present a convincing case for developing the Board:</p> <ul style="list-style-type: none"> - The future membership of the Board must include the correct configuration of expertise, this must be demonstrable. - A consideration of how the PRTB brings together the greater system of policing. - A stocktake of PRTB work to show its value. - Must emphasize the belief that change is necessary. <p>Action Item 090: To move forward with Option 3. David Lloyd, Chair of the PRTB, and Sara Thornton, Chair of the NPCC, to present the findings of the APCC/NPCC Discussion Paper at the APCC General Meeting (30.01.19) and Chief Constable’s Council (16.01.19 – 17.01.19). A verbal update of PCC and CC feedback to this to be presented to the PRTB on Wednesday 27th February with a view to ascertaining the thoughts of the wider membership on the evolution of the PRTB.</p>
Item 5.1 – Spending Review	
12/2019	David Powell, NPCC Spending Review (SR) Lead, presented that on the basis of the Phase 1 findings the programme will move in to Phase 2 evolving into a more focused task and finish group structure to develop firm proposals through January and February and inform the final proposals. The Board were invited to comment on the paper.
13/2019	The Board felt this was good piece of work but identified the need to consider the effect on the rest of system. Important to show linkages to other parts of the system to understand

	<p>impacts and opportunity to use spend elsewhere. For instance, increased spend to NHS could impact policing through greater mental health provision reducing mental health related offending.</p>
14/2019	<p>The Board was told that the original SR timeline was still being followed, but with the caveat that upcoming events were likely to influence this. The issue of staff being transferred to work on Brexit was highlighted. Reassurance was provided that there was also attempts to increase staff working on SR.</p>
15/2019	<p>It was noted that the six focus areas of the SR task and finish groups mirrored those identified by the Away Day. This is reassuring and showed the value in ongoing co-ordination to avoid two separate entities doing work with the same focus. More generally collaboration was advocated between the Home Office and members of the PRTB which has so far been positive.</p>
16/2019	<p>The Board expressed a strong desire to be ambitious in their ask and consider how to combat the current state of play: demand outstripping resource. The discussion was dominated by the need to present a compelling strategic case for policing in the next SR period. The NHS's own powerful case for funding (linking money and lives saved) was identified as one which policing could learn from. Specific emphasis was placed on the use of success stories. The APCC and NPCC are in the process of commissioning some work on prevention for the SR.</p> <p>Action Item 091: Sub-board chairs will go back to their reform strand projects and request compelling positive stories which can be utilised within the Home Office policing SR paper.</p>
Item 6.1 – Reserve List	
17/2019	<p>Adrian Wight informed the Board that the majority of projects placed on the reserve list following recommendations from the November PRTB have now had funding confirmed totalling £9.9m. One project recommended by the PRTB in December– mobile phone use in prisons – cannot be deployed at this stage. This project will remain on the reserve list for 19/20. The project has not been timed out.</p>
18/2019	<p>The Board sought reassurance that the process from agreement by PRTB to ministerial approval would become swifter in the future. The response to this was constructive; steps have been taken to streamline the process including producing the reserve list at the start of the financial year to allow time for review at all stages.</p>
Item 7.1 – Update from the Policing Portfolio Board	
19/2019	<p>The Policing Portfolio Board has maintained proactive management of the Police Transformation Fund (the Fund) to make effective use of underspend in-year. Board appealed for timely responses from projects as this is key for utilising underspend for reserve projects, thus reducing the money left un-spent.</p>

Item 8.1 and 8.2 - 19/20 Transformation Fund Planning

20/2019	Adrian Wight outlined the current 19/20 funding position to the Board.
21/2019	Reform sub-board chairs had been asked by the chair and the chair NPCC to consider the use of the fund in 19/20 ahead of this meeting and around £30m of proposals had been identified. There were also additional Serious Organised Crime proposals being developed by the NCA which had not yet been considered by the Specialist Capabilities Oversight Board.
22/2019	The majority of the funding was required to take forward the existing programme including the projected costs of the major programmes, which in the case of the Digital Policing Portfolio included projected costs for upcoming business cases. If the fund was managed in the same way as this year £30m of projects could be identified for the plan including a £10m reserve list.
23/2019	The PRTB broadly agreed that in-flight programmes/projects (£170m) should continue as expected.
24/2019	The Board considered one bid: Modern Slavery, as this was identified as a time sensitive case as further funding required for 19/20 to allow work to continue. The project was identified as an operational and political priority. The PRTB recommended further funding for this project. The project will be subject to LETU due diligence and there will be another discussion in 6 months' time to determine the project's exit strategy.
25/2019	The Board questioned whether it would be possible to ascertain whether the minister is minded to support the current 19/20 bids prior to the February PRTB.
26/2019	<p>The PRTB noted that many of the proposed new projects or scope extensions in Papers 8.21 – 8.24 were still being developed and needed further work. It was felt that a cohesive presentation of all proposals for 19/20 funding was needed with the same level of scrutiny provided to each. In light of this the Board decided to bring forward the March PRTB to allow sufficient time to seek ministerial approval following PRTB decisions on bids. The Board has been rescheduled to Wednesday 27th February 2019.</p> <p>Action Item 092: Charlette Holt-Taylor to advise Ministers on the PRTB's recommendation to continue the in-flight programmes and provide 19/20 funding for the Modern Slavery programme (further to the Policing Portfolio Board on the 14 January).</p> <p>Action Item 093: The Joint Portfolio Team to co-ordinate assurance reviews for all 19/20 proposals, providing feedback to each project to allow updates to be made prior to the next PRTB. These reviews will also inform the PPB and (subject to the timing of their meetings) the PRTB sub-boards. Executive summaries on all 19/20 bids will be provided to inform the PRTB decisions at the February Board.</p>