

Police Reform and Transformation Board

Minutes of the meeting held on 27 February 2019 (0900-1130)
at 10 Victoria Street, London

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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
Sabrina Cham	Portfolio Analyst, Joint Portfolio Team
Simon Cole	Chief Constable, Leicestershire Police
Andy Cooke	Chief Constable, Merseyside Police
Richard Cooper	Chief of Staff, National Police Chiefs' Council (NPCC)
Mike Cunningham	Chief Executive, College of Policing
Simon Duckworth	City of London Police Authority
Steve Freeman	Chief Finance Officer, Office of the Police and Crime Commissioner for Lancashire and representative for PAACTS
Dorothy Gregson	Chief Executive, Office of the Police and Crime Commissioner for Cambridgeshire. President of APACE
Susannah Hancock	Chief Executive of APCC
Peter Henrick	CJ Outcomes Lead
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 McPherson	Director-General, Crime, Policing and Fire Group
Lynne Owens	Director General, National Crime Agency
Martin Surl	Police and Crime Commissioner for Gloucestershire
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).
Robin Wilkinson	Head of Corporate Service, Metropolitan Police Service
Sir Thomas Winsor	Her Majesty's Chief Inspector of Constabulary, HMICFRS
Giles York	Chief Constable, Sussex Police
For specific agenda item:	
Rt. Hon. Nick Hurd MP	Minister of State for Policing and the Fire Service
Roger Hirst	Chief Officer member of the Spending Review Senior Steering Group, and Police and Fire Commissioner for Essex

Bill Skelly	Chief Officer member of the Spending Review Senior Steering Group, and Chief Constable, Lincolnshire Police
Hacer Evans	Director, Digital Policing Portfolio
Ciaran Fitzpatrick	Commercial Lead, Digital Policing Portfolio

Item 1 – Welcome, Introductions and Apologies	
027/2019	<p>The Chair welcomed attendees and noted apologies from:</p> <ul style="list-style-type: none"> • Ian Dyson, Commissioner, City of London Police • David Lamberti, Director, Policing, Crime and Fire Group • David Thompson, Chief Constable, West Midlands
Item 2.1 and 2.2 – Minutes from 11 January 2019 meeting and Action Log	
028/2019	The Board agreed the minutes from the meeting of 11 January 2019.
029/2019	The Board reviewed the Action Log and noted that all actions were closed except 083 and 091. The Board accepted updates on both in-progress actions.
030/2019	<p>Action 083 (update 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>
031/2019	<p>Action 091 (update provided by Chloe Butcher, Police Reform Portfolio Support Officer, Joint Portfolio Team):</p> <p><i>A letter was distributed to sub-board chairs on Wednesday 13th February requesting positive case studies to be submitted to Chloe Butcher by 4th March. A report will be produced to utilise these case studies and provide a useful resource for presenting a positive case for police reform in the next Spending Review.</i></p>
032/2019	The Board also approved the re-draft to the Conflicts of Interest policy, marking the policy as completed.
033/2019	<p>The following members declared conflicts of interest:</p> <ul style="list-style-type: none"> - David Lloyd – Hertfordshire bid – ANPR - Sara Thornton – Specialist Capabilities proposals - Mark Burns-Williamson – Local Policing proposals and Modern Slavery - Giles York – Digital proposals, Digital Policing Portfolio and Workforce lead - Paddy Tipping – Business Enablers proposals and PICTCo Board member - Mike Cunningham – Workforce proposals

	<ul style="list-style-type: none"> - Katy Bourne – leads on Video Enabled Justice Board, PICTCo Board member, leads on Digital Portfolio (APCC) - Lynne Owens – Serious Organised Crime proposals - Rebecca Lawrence – digital projects and Director of Police Crime Prevention Initiatives
Item 3 – Evolution of the Board	
034/2019	The Chair of the PRTB, David Lloyd, and Chair of the NPCC, Sara Thornton, presented PCC and CC feedback to the APCC/NPCC discussion paper which presented three options for the future of the Police Reform and Transformation Board. Responses to date are limited however showed broad support for Option 3: Develop. The support for Option 3 was welcomed and it was noted that change needs to happen at pace, and ahead of the PCC elections in May 2020.
035/2019	<p>The Board noted that engagement with broader colleagues was essential to ensuring a strong dialogue whilst developing the Board. One member suggested a senior leadership team and central resources be introduced to enhance the position of the Board. The Board will evolve as a result of extended discussion surrounding the role of the Board within the broader policing network. A more substantive discussion is to be included within the agenda for the APCC General Meeting on 20th March, and the NPCC also note a need for further engagement with CCs around what Option 3 entails.</p> <p>Action 094: The APCC and NPCC to continue to engage with broader colleagues to discuss the development of Option 3. The APCC to speak to this at the General Meeting on 20th March. The NPCC to determine how to engage with CCs and gain a greater level of response. SH to work with NPCC to develop first draft ToR for option 3 work and share for comments.</p>
036/2019	It was noted that close consideration should be paid to the work done in conjunction with Spending Review Task and Finish Group 3: System Leadership and Reform which looks to develop a more efficient and effective policing system.
Item 4 – The Spending Review and Policing Improvement	
037/2019	The Minister of State for Policing and Fire Service presented to the PRTB the Police Improvement Initiative. The rationale for this being to achieve a long-term settlement for policing within the SR; learning from the NHS ‘more for more’ approach. The Minister desires to present a compelling positive story for policing advocating change which needs support and will lead to better outcomes for the public. The Minister outlined the 4-pillar approach:
038/2019	<u>Increase capacity and capabilities:</u> Current demand for policing has increased without the capacity existing to respond to this. Steps must be taken to fill capacity and capability gaps, maximise the value of special constables (have lost 30% in recent years), increase the amount of productive police time through the use of technology and reduce demand including from mental health.
039/2019	<u>Crime prevention:</u> As a result of cuts policing is currently too reactive and not sufficiently proactive. Processes should be implemented to redress the balance between the two. Crime trends are changing and are a cause for concern. The Home Office needs to

	<p>be more assertive in bringing people together to talk about crime prevention. Police do not hold all the keys to crime prevention.</p>
040/2019	<p><u>Better support to frontline officers:</u> This can be provided through a number of channels including attracting the best most diverse talent, rewarding skills and contributions, wellbeing support, and implementation of modern equipment and technology. The Minister noted the Frontline Review as a potentially rich piece of work.</p>
041/2019	<p><u>Building a smarter system:</u> Steps to be taken to align capabilities and spread excellence across the system instead of enhancing particular areas of excellence. The system should have shared standards and good practice encouraging unilateral learning and seek further efficiency and productivity.</p>
042/2019	<p>The Minister also recommended that the case for the SR should outline both what the system currently does, what it aims to do and why it needs support to do so. The Board felt that there is currently limited value placed on provision for future planning.</p>
043/2019	<p>The Board welcomed the Minister’s suggestions and supported the need for a compelling case to be presented to the Treasury in the SR. It was strongly felt to be a timely piece of work which can utilise a number of conversations which are looking to tell a similar story about the value of policing and what changes need to be made. A consideration of what matters most to the public was deemed important; in particular what the public value within policing. It was noted that the local surveys demonstrate that there is widespread public support for more funding for policing and it was hoped the Treasury will respond to this. The Board also emphasised the need to define where the borders of the policing system fall and therefore what areas require joint working. It was felt that the value of defining how wider connections are made were implicit within the slides but should be made more explicit and consider the effect on the public. The Minister noted this as critical with the effect on the public underpinning police commitments. The Board will look to support this work which is felt to be immensely time sensitive.</p> <p>Action 095: The Home Office will be in touch shortly with the next steps on the initiative including further work on the pillars with policing colleagues.</p> <p>Action 096: The Joint Portfolio Team to utilise the positive case studies currently being collated to support the presentation of a positive case for the SR to support the Police Improvement Initiative work more generally.</p>
Item 5 – Ministerial Roundtable Follow-Up	
044/2019	<p>Sara Thornton summarised the points raised at the Ministerial Roundtable; as outlined in a paper circulated to members. It was highlighted that the Board should ensure that there is not a duplication of its work and that stemming from the roundtable as there are a number of overlaps.</p>
045/2019	<p>The Board identified horizon scanning as a key area of the roundtable discussion. The College have begun a piece of work to identify perennial issues. If policing were to implement a process for deep diving into these issues then work would be needed to determine the form this would take. The Minister is keen to hear what is being said and there is a need to ensure that this comes through into some force of tangible evidence.</p>

Item 6.1 – Strategic Discussion Digital Intelligence and Investigations Programme (DII) and Digital Evidence Transfer Service (DETS)

046/2019	The Digital Policing Portfolio (DPP) was invited to attend the PRTB for further governance to the Digital Intelligence and Investigations (DII) Programme business case refresh, and to provide an update on the Digital Evidence Transfer Service (DETS) pilots and greater clarity on DPP portfolio costs. Hacer Evans, Director, Digital Policing Portfolio, presented to the Board.
047/2019	The DII Programme OBC refresh reflects progress since the November 2017 OBC which was approved by the Police Reform and Transformation Board. The OBC end date was March 2019 to allow the programme to return with more clarity as to what the programme entails. Since November 2017 the programme has progressed the delivery of the National DII Target Operating Model (NDIITOM) which delivered nine recommendations to the Chief’s Council to address the identified capability gaps. The February PPB had requested that the business case provide a clearer breakdown of costs.
048/2019	Hacer Evans explained that since the February PPB the slide deck had been developed to satisfy this request and confirmed that a review of resource costings had resulted in a reduction of £80k. The OBC refresh has now been through all governance and had been approved at the extraordinary digital sub-board with no issues raised or outstanding issues. It was confirmed that the 15% optimism bias is correct based on a greater understanding of resourcing and delivery costs, and the project will be able to deliver in time.
049/2019	The Board noted the importance of determining where to develop nationally and deploy a project and where to develop locally and proliferate. DII is looking to create a national layer that determines areas of excellence to be dispersed. Further consideration must be paid to how to enable understanding and awareness of individual forces to increase deployment of DII.
050/2019	The DII slide deck advocates continuing the project post-March 2020 however at this stage the outline of continued investment is only estimated (£1.9m). The Board stated that this should not dissuade investment in 19/20 as the consideration should be broader; whether it is important to implement something which has long term benefits.
051/2019	Within this financial year the DII cost was included within the PTF planning. The Board approved funding for DII.
	<u>Digital Evidence Transfer Service (DETS) Update and DPP Portfolio Costs</u>
052/2019	Hacer Evans provided the Board with an update to the DETS pilots which are being delivered to five forces (Merseyside, Cumbria, Northumbria, Cheshire and Kent) to ensure the DETS system works end-to-end and to gather information to develop a robust model for the national roll out of DETS.
053/2019	The Board were informed that the CCC commissioned review of DETS is currently being procured to ensure it is conducted by an independent body. The minimum scope and deliverables of this review have been identified. The Board was content with the DETS approach but expressed concern about the position of DETS post-pilot. A full DETS business case refresh will be provided in July.

054/2019	As requested by the February PPB an outline of the centralised DPP portfolio costs were provided to the Board for information. The Board was content that previous concerns about large management overheads were unfounded.
Item 7.1 – 19/20 Transformation Fund Planning	
055/2019	Adrian Wight introduced the twofold purpose of the paper: to enable the Board to consider further proposals for the use of the PTF and to note further steps taken by the Joint Portfolio Team to assure proposals in response to Action 093. The Board noted the increased assurance work for all 19/20 proposals.
056/2019	The paper included a summary of the PTF proposals from the sub-boards for 2019/20 funding and work carried out by each sub-board to prioritise proposals; working to shared planning assumptions with the Home Office. The prioritisation placed all 19/20 proposals into three columns: Key Priorities Identified (P1), Further Recommendations (P2) and Not Supported (P3). The paper outlined a suggested sequencing approach and further prioritisation to reduce the total ask for P1 proposals to fall within the previously outlined allocation balance of £22.5m, with scope for some P2 proposals to be placed on the reserve list to a value of £9.4m.
057/2019	<p>The Board was informed by Home Office colleagues that, in light of the difficult financial circumstances the Home Office found itself in for 2019/20, it would not now be prudent to plan on any over profiling of expenditure to anticipate underspending. This change of approach meant that the £22.5m of funding that had been identified for funding proposals would be reduced to around £5-7m. Consequently, it would be necessary for the P1 projects to be further prioritised. The Board agreed that an extraordinary PRTB would need to be scheduled at haste to consider the new propositions. Since the Board a meeting has been arranged for Wednesday 20th March.</p> <p>Action 097: The Joint Portfolio Team to develop a set of criteria for further prioritisation and assess the P1 proposals against these. The product of this will be a paper for PPB (14.03.19) outlining the assessment of each project against each criterion, a narrative as to how these play into one another, and an overall ranking of all projects. This paper will inform discussion which will then be feed back into the PRTB (20.03.19).</p>
058/2019	<p>The Board was disappointed by this and members expressed their discontent as a large amount of time and effort had been expended to prioritise all 19/20 proposals ahead of the Board. The new £5-7m funding envelope will present a difficult task as further prioritisation will have to reduce the balance for recommended projects by over two thirds and could have significant consequences for a number of existing as well as new PTF projects.</p> <p>Action 098: Representatives from the APCC and NPCC to draft a letter to the Minister on behalf of the Chair of the PRTB and Sara Thornton to outline the Board's discontent and request approval for over programming as per the approach of previous years. This letter should be drafted and sent with haste.</p> <p>Action 099: A letter to be sent to sub-board chairs summarising the new position of 19/20 Transformation Fund planning and outlining next steps to be taken to meet the tight time frame.</p>

Item 8.1 – Update from the Policing Portfolio Board

059/2019

Following the PRTB recommendation for reserve list funding it was confirmed that the funding for Mobile Phone Use in Prisons has been released. The Policing Portfolio Board has been provided with further assurance work for the Joint Portfolio Team and has approved progress to the next stage gates for the National Police Welfare Service and Development of a National Technical Capability and Infrastructure for Law Enforcement Agencies. The February PPB also received a presentation from the Digital Policing Portfolio on Digital First and Digital Intelligence and Investigations. The Board approved the funding request for DF and requested DII return to the March PPB following further governance. The March PPB will consider the 19/20 stage gate planning for these major programmes and projects.