

Police Reform and Transformation Board

Minutes of the meeting held on 6 June 2019 (1300-1600) at 10 Victoria Street, London

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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
Katy Bourne	Police and Crime Commissioner for Sussex (joined by phone)
Mark Burns-Williamson	Chair of the Association of Police and Crime Commissioners (APCC); Police and Crime Commissioner for West Yorkshire (joined by phone)
Chloe Butcher	Police Reform Portfolio Support Officer, Joint Portfolio Team
Mike Cunningham	Chief Executive, College of Policing
Hacer Evans	Director, Digital Policing Portfolio (On behalf of Giles York)
Steve Freeman	Representative for PAACTS; Chief Finance Officer, Office of the Police and Crime Commissioner for Lancashire
Dorothy Gregson	President of APACE; Chief Executive, Office of the Police and Crime Commissioner for Cambridgeshire (joined by phone)
Susannah Hancock	Chief Executive of the Association of Police and Crime Commissioners (APCC)
Martin Hewitt	Chair, National Police Chiefs' Council (NPCC)
Roger Hirst	Chief Officer member of the Spending Review Senior Steering Group; Police and Fire Commissioner for Essex
Andy Johnson	Crime Directorate
Katherine Johnson	Treasurer, West Yorkshire OPCC
Michael Lane	Police and Crime Commissioner for Hampshire
Rebecca Lawrence	Chief Executive, Mayor's Office for Policing and Crime
David Lloyd (Chair)	Police and Crime Commissioner for Hertfordshire
Sally Parkinson	Deputy Director, Police Strategy & Reform Unit (On behalf of Scott McPherson)
Olivia Pinkney	NPCC Lead for Local Policing; Chief Constable for Hampshire
Julie Powell	Head of Transformation Strategy and Policy, LETU
Martin Surl	Police and Crime Commissioner for Gloucestershire
Paddy Tipping	Police and Crime Commissioner for Nottinghamshire (joined by phone)
Adrian Wight	Law Enforcement Transformation Unit, Home Office
Robin Wilkinson	Head of Corporate Service, Metropolitan Police Service
For specific agenda items:	
Kenny Bowie	Director of Strategy, Crime Policing and Fire Group, Home Office
Jo Ashworth	Programme Director, Transforming Forensics Programme
James Vaughan	SRO, Transforming Forensics Programme (joined by phone)

Item 1 – Welcome, Introductions and Apologies

060/2019	The Chair welcomed new Board members Vince Strafford and Olivia Pinkney, alongside noting apologies from:
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	<ul style="list-style-type: none"> ○ Andrew Cooke, Chief Constable, Merseyside ○ Bethan Page-Jones, Head of Law Enforcement Transformation Unit, Home Office ○ David Thompson, Chief Constable, West Midlands ○ Scott McPherson, Director-General, CPFG ○ Simon Duckworth, City of London ○ Sir Thomas Winsor, Her Majesty's Chief Inspector of Constabulary, HMICFRS ○ Giles York, Chief Constable, Sussex
Item 2.1 and 2.2 – Minutes from 20 March 2019 meeting and Action Log	
061/2019	The Board agreed the minutes from the meeting of 20 March 2019.
062/2019	The Board reviewed the Action Log and noted that all actions were closed except 096. The Board accepted the following update:
063/2019	<p>Action 096 (update provided by Chloe Butcher, Police Reform Portfolio Support Officer, Joint Portfolio Team):</p> <p><i>The positive case studies which have been collated are currently being reviewed by the JPT and redrafted by projects. Once this stage has completed the JPT will look to meet with the Treasury to provide an update on this product to date.</i></p>
064/2019	It was noted that the deadline for re-drafted submissions is Friday 14 th June.
Item 3 – Management of the PTF Portfolio	
	<u>Item 3.1 – Joint Portfolio Team (JPT) Vision</u>
065/2019	<p>Vince Strafford (VS) presented the JPT Vision to the Board and requested their feedback. The document outlined how the JPT would meet the expectations set out in the MOU agreed in September 2018.</p> <p>VS stated that the JPT would increase the strategic analysis of project performance through comparison with measures promised in the original business case. LETU will focus on grant awards and assurance thereof. The JPT is currently developing a risk register, new reporting process and products to feed into Boards to enable an effective and informed decision-making process.</p>
066/2019	<p>VS noted that a consistent message arising from meetings with key individuals was that the fund was over-governed. In response, work is underway to streamline the process through the creation of a meeting diagram which identifies all Boards associated to a greater or lesser extent with the PTF projects. This will feed into meeting maps for each board which identify key objectives, inputs, outputs and quorum. The PRTB, PPB and sub-boards will be notified of and engaged in this work. In addition, to ensure a consistent approach the team will act as a central location for reporting and produce targeted products for each Board. The Board welcomed the work of the team but noted a need to reach out to all PCCs, CCs and other organisations to outline the JPT work to enable them to sufficiently engage.</p> <p>Action 104: Vince Strafford & Chloe Butcher to develop a PRTB communications strategy for the wider policing community.</p>

067/2019	<p>In addition, the Board identified a longer-term goal of the JPT as assessing the clear overlaps between PTF projects and other partners and encouraging sustainability commitment and look to utilise the PRTB as required to lever this.</p> <p>Action 105: JPT to consider the dependencies between PTF projects and other organisations and devise an approach for ensuring long term commitments.</p> <p><u>Item 3.2 – Gap Analysis and Future Commissioning Approach</u></p>
068/2019	<p>VS summarised the JPT’s gap analysis work to date. Due to the rushed bidding/review process in 19/20 the JPT, alongside representatives from the APCC, NPCC and LETU agreed a commissioning approach should be adopted in 20/21. Phase 1 of this process was a gap analysis of the current PTF portfolio against the Policing Vision building blocks and Policing Improvement Pillars; this was initially conducted by the JPT and followed up with meetings of reform strand representatives from the APCC, NPCC and LETU to evaluate and identify key areas. The following themes arose:</p> <ul style="list-style-type: none"> - Approach to knowledge development and sharing should be integrated across Workforce and Local Policing strands and underpinned by the digital strategy; - Early intervention should be at the core of local policing supported by a multi-agency approach; - Policing should form part of a public health approach; - The creation and implementation of common data standards across policing; - Scaling of local solutions to regional/national level; - Greater cross-strand collaboration; - Look more broadly at national solutions to the commercial issues that affect policing. - Address the current fragmentary approach to governance.
069/2019	<p>The work will now look to identify opportunities for scaling; schedule cross-strand meetings to be held to identify scope for collaboration; and submit proposed areas for commissioning to respective sub-boards for consideration, approval and subsequent submission to the PRTB for ratification.</p>
070/2019	<p>The Board approved the commissioning process and provided the following feedback:</p> <ul style="list-style-type: none"> - Protect against a wish list of vanity projects through a pro-active commissioning approach. - Consider a wider range of potential funding outcomes for 20/21 as opposed to assuming one-year rollover at a value of £175m. - Engage with SR work specifically work in progress to identify projects likely to rollover into 20/21. - Review the Policing Pillars to ensure they are sufficiently reflected. - Utilise the evidence base of in-flight programmes to identify what is working and whether there is scope to scale up – this would provide the Board with more confidence in the commissioning approach. - Ensure work is not looking to identify too many new areas as the future of the fund is uncertain. - Consider the cost to stop (and restart) projects currently funded by the PTF.

	<p>Action 106: JPT to develop paper to account for the impact of range of different funding decisions on the 20/21 commissioning approach.</p> <p>Action 107: JPT to produce an impact assessment of all programmes/projects likely to fall into 20/21 (link in with LETU work in this area) and circulate with the PRTB by end of July. Piece to include dates for stopping; costs/consequences of stopping; restart costs; minimum cost moving forward.</p> <p>Action 108: Large programmes to start dialogue with LETU/JPT to discuss decommissioning plan.</p> <p><u>Item 3.31 – Finance Update</u></p>
071/2019	<p>Adrian Wight updated the Board on the current status of efficiency work as agreed by the March PRTB and noted that the PTF is currently in a good position. Furthermore, all projects identified for 19/20 funding by the PRTB have commenced in addition to Organised Crime Group Mapping and full funding for the National Data Analytics Service as agreed by the Home Secretary.</p> <p><u>Item 3.32 – PTF Preparations for PIC</u></p>
072/2019	<p>This item was not covered at the Board.</p> <p><u>Item 3.33 – Q4 Report</u></p>
073/2019	<p>This paper was provided ahead of the Board for information only and was not referenced at the Board.</p>
Item 4 – Spending Review Update	
	<p><u>Item 4.1 – Spending Review Progress</u></p>
074/2019	<p>Kenny Bowie (KB) provided an oral update on the status of SR work. It was noted that there is considerable uncertainty as a result of Brexit and the Conservative leadership race. KB felt that there was scope for a 3-year SR and whilst the timeline was unclear it was likely that returns to the Treasury would be due by September. Furthermore, legal requirements surrounding timings of the policing settlement mean there is (hopefully) a hard stop as to when decision must be made.</p>
075/2019	<p>It was noted that OPCC's had received a request to scope out the implications of 10% savings across the next 4 years. This was linked to the SR efficiencies and effectiveness workstream led by Nathalie Beech. Further clarity on work was requested.</p> <p>Action 109: Susannah Hancock to request further clarity from Ian Thompson (PACCTs).</p> <p><u>Item 4.2 – Smarter Systems Update</u></p>
076/2019	<p>Sally Parkinson provided a summary of the current status of work within the Smarter Systems SR workstream. The current policing minister is keen to join up systems in pursuit of better services and has commissioned a SR bid in this area with forums set up to consider systemic issues. The System Performance Forum has shown significant progress</p>

077/2019	<p>and the Minister hopes to utilise it to start identifying issues which forum can subsequently campaign on and communicate out to the broader sector. The Minister has expressed a desire for the forum to continue to exist and further consideration is needed around how this will interplay with the future PRTB.</p> <p>Action 110: Views of the Board to be collated in response to Minister’s approach to smarter system including the development of a Board which looks across Policing.</p> <p>Action 111: LETU to set up a working group with all partners to discuss potential future policing governance structures i.e. strategic policing board etc.</p> <p><i>SR Prevention Work Update:</i> The Board welcomed the overall concept but felt there was more work to be done to determine the correct solutions. Prevention needed to be at the heart of the SR submission and needed to be across the system, drawing in other government departments. It was noted that the approach was too ‘traditional’ and did not take into account that some drains on policing are issues not directly associated with policing e.g. taking individuals to hospital; dealing with mental health issues etc. The Board asked that these factors be considered in the workstream moving forward.</p>
Item 5 – Delivery of National Capabilities and Services	
078/2019	<p><u>Item 5.1 – Overview of current discussions to determine national delivery options.</u></p> <p>Susannah Hancock introduced the paper which outlined work to identify potential options for delivery vehicles for national capabilities. The National Commercial Board is proposing to utilise some of its PTF funding to commission an initial appraisal of delivery options for national capabilities beyond the existing set (lead force or NCA). The Board noted that this is a long-standing issue and welcomed the suggested approach to address it.</p>
079/2019	<p>Comments included the importance of including Police ICT company as potential delivery vehicle for wider capabilities. Further work required on the specification to ensure it captures the requirements.</p> <p>Action 112: Susannah Hancock to convene a workshop to develop specification further.</p>
080/2019	<p><u>Item 5.2 – Transforming Forensics Long-Term Hosting</u></p> <p>Following a meeting of the NCA Board on 23rd May 2019 the NCA requested that the decision on long-term hosting of the FCN by deferred to allow for further consideration of their broader position to deliver national capabilities. It was noted that this is in relation to the scope of the NCA’s role and the legislation which outlines that the organisation should be focused on serious and organised crime initiatives. A re-assessment of the NCA position will occur after the FCN has been operating for two years. Some members noted their disappointment as this timeframe and advocated continuing work during this period to determine the long-term host to avoid further delays as far as possible.</p> <p>Action 113: Transforming Forensics to engage with JPT/LETU colleagues to continue work to determine long-term host in spite of Dorset being identified as interim host. This should include both the NCA and PICTCo as options.</p>

081/2019	It was proposed that Dorset continue to be the interim host for the FCN; something which it is said that they are content to do. The Board agreed to Dorset continuing to host for 2 years.
Item 6 – Reform Strand Updates	
082/2019	<p>Questions were submitted surrounding the Digital Reform Strand update. Due to time constraints Hacer Evans agreed to respond virtually to questions from Robin Wilkinson regarding the Mobility, E-Disclosure and DETs programmes.</p> <p>Action 114: Hacer Evans to share response to Robin Wilkinson with wider Board members.</p>
083/2019	Ian Dyson provided a short summary of the Digital and Data Strategy for the SR. It was noted that PICTCo, DPP and IMORCC are working to develop a coherent strategy which will be presented at the APCC General Meeting and Chiefs’ Council in July. The strategy revolves around 5 key themes which will direct its approach:
084/2019	<ol style="list-style-type: none"> 1) Seamless citizen engagement 2) Addressing harm 3) Empowering the private sector 4) A whole public system approach 5) Digitally enabled staff and officers
085/2019	The strategy will undergo further refinement and pass through the normal governance streams.
Item 7 - AOB	
086/2019	<p>The Board noted its thanks to three members of the PRTB:</p> <ul style="list-style-type: none"> - Adrian Wight: for his strategic insight into the management of the PTF. Adrian departs for the Ministry of Defence at the end of June. - Rebecca Lawrence: for her continued support to the Board. Rebecca departs for the Crown Prosecution Service in September. - David Lloyd: for his chairmanship of the PRTB. David steps down as Chair at the end of July.