

Police Reform and Transformation Board Away Day
Minutes of the meeting held on 12 September 2019 (1000-1500)
at Library, Army & Navy Club, 36 Pall Mall, London, SW1Y 5JN

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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	Chair of the Association of Police and Crime Commissioners (APCC); Police and Crime Commissioner for Sussex
Mark Burns- Williamson	Police and Crime Commissioner for West Yorkshire
Chloe Butcher	Communication and Co-Ordination Officer, Joint Portfolio Team
Andrew Cooke	Chief Constable, Merseyside Police
Nina Cope	On behalf of Lynne Owens, Director General, National Crime Agency
Mike Cunningham	Chief Executive, College of Policing
Ian Dyson	Commissioner, City of London Police
Steve Freeman	Representative for PAACTS; Chief Finance Officer, Office of the Police and Crime Commissioner for Lancashire
Dorothy Gregson	APACE; Chief Executive, Office of the Police and Crime Commissioner for Cambridgeshire
Susannah Hancock	Chief Executive of the Association of Police and Crime Commissioners (APCC)
Martin Hewitt	Chair, National Police Chiefs' Council (NPCC)
James Hughes	Senior Policy Development Manager, APCC
Richard Jolley	Head of Police Transformation and Digital, Law Enforcement Transformation Unit (LETU), Home Office
Michael Lane	Police and Crime Commissioner for Hampshire
Charmaine Laurencin	Chief of Staff, NPCC
David Lloyd	Police and Crime Commissioner for Hertfordshire
Scott McPherson	Director-General, Crime, Policing and Fire Group, Home Office
Bethan Page-Jones	Head of LETU, Home Office
Siobhan Peters	Chief Executive, Mayor's Office for Policing and Crime
Olivia Pinkney	NPCC Lead for Local Policing; Chief Constable for Hampshire
Vince Strafford	Head of Strategic Portfolio Management, Joint Portfolio Team
Martin Surl	Police and Crime Commissioner for Gloucestershire
Paddy Tipping (Chair)	Police and Crime Commissioner for Nottinghamshire
Rachel Watson	Director, Policing, Crime and Fire Group, Home Office
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

Item 1 – Welcome, Introductions and Apologies

087/2019	The Chair welcomed new Board members Siobhan Peters and Rachel Watson, and guest attendee Richard Jolley.
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088/2019	<p>Apologies were noted from:</p> <ul style="list-style-type: none"> ○ David Thompson, Chief Constable, West Midlands ○ Lynne Owens, Director General, National Crime Agency ○ Simon Duckworth, City of London <p>The Chair noted the commencement of a busy and exciting period for policing following austerity. The significant investment in policing for 20/21 was identified as cause to celebrate but one which will also require difficult decisions to be made. The main purpose of the Away Day was to review the PTF; considering its relevance, future scope and priorities. The aim was to identify an agreed sense of direction to take forward, acknowledging that firm decisions cannot be made until the Settlement announcement in December.</p>
089/2019	<p>Vice Chair Martin Hewitt provided an oral update on the status of the 20,000-officer uplift. The work has progressed at pace and will look to deliver 6,000 officers by March 2021; through a hybrid process of local and central activity. In year 1 the officers will be allocated solely to the 43 forces however in year 2 and 3 the allocation will look to consider other policing bodies also. The £750m for 20/21 will include not only the recruitment and wages of 6,000 additional officers but also police staff and management and supervision roles. It was noted that the 20,000 officers should be viewed as transformation opportunity within policing to increase diversity in several areas such as gender, race and skills.</p>

Item 2a – Police Transformation Funding post-March 2020

<p><u>Item 2a - Paper: Future Funding Scenarios</u></p>	
090/2019	<p>Bethan Page-Jones introduced the current status of future-funding planning; noting that whilst the settlement for the Home Office had been agreed, there would be ongoing discussions with Ministers on the details of the police funding allocations, including core grant shares and the reallocations budget. At this stage it isn't possible to identify the level of funding available for PTF (or any successor arrangements) next year, but the Board noted there were some key national programmes that required funding in 2020/21 to complete.</p>
091/2019	<p>Olivia Pinkney stated that the Board should be provided with a sense of where the £120m efficiencies will be sought, and what this will mean for the PTF. Scott McPherson expressed his view that efficiencies should be considered across the policing envelope and not just take from the PTF. Ministers will make decisions as part of the annual police funding settlement process. The Board considered that it is important that this process involves engagement with the sector. The provisional police funding settlement is expecting to be laid in Parliament in early December.</p>
092/2019	<p>The Chair noted that there were some significant challenges to in-flight programmes associated with timelines. Unless funding for 2020/21 could be confirmed shortly (i.e. within the next month) some existing PTF projects would need to commence decommissioning before the Policing Settlement in December. Board members were very clear that waiting for the Home Office to confirm funding for in-flight programmes couldn't wait until the policing settlement. Host forces, such as Sussex for DPP and the City of London for the NEP, were not in a position to underwrite the significant amounts of funding required, so if there was no assurance of funding or alternative way to underwrite the risk by mid-October then the major programmes would need to commence close down. Should funding subsequently be agreed it would then take time to start up again and recruit staff which would add delays and cost.</p>

093/2019	Scott McPherson acknowledged the Board’s concerns and assured members that the Home Office also wished for national projects to succeed and transform and thus avoid the need for decommissioning. That said, he noted that new Ministers will need time to familiarize themselves with this area and so the decision process could only be sped up so far. He agreed to take the issue away to consider options and report back.
094/2019	<p>The Board then moved to a discussion of key lessons to be learnt from the PTF:</p> <ul style="list-style-type: none"> - The current annual funding mechanism was considered inefficient and debilitating and led to the extensive use of consultants at greater cost because they could be terminated at short notice. It was noted that the Home Office programmes were not subject to the same measures but could plan on a multi-year basis. A case should be made to HMT that this should be the case in future for all policing programmes. - The scale of some of the PTF projects make the lead force model unsustainable and other mechanisms must be explored. - As a result, discussion at PRTB frequently focuses around projects running at risk and future funding uncertainty; Board expressed a view that the PRTB should be able to focus much more on strategic transformation and delivery.
095/2019	<p>The Board moved to considering more broadly the future of police transformation funding; agreeing that continued funding in police transformation was necessary and multi-year funding should be sought as part of the SR 2020 discussion. For the 20/21 spending round the focus should remain on completing the in-flight portfolio; a case must be made to Ministers to show the value of this. It was noted that pooling sovereignty was a challenge and there was a strong case that programmes that involved national transformation should be centrally funded (and the best local innovation should also be supported centrally to scale up across forces).</p> <p>Action 114: Bethan Page-Jones and Scott McPherson to discuss next steps with Home Office colleagues and Ministers; including potential solutions to avoid the closing down of in-flight national programmes such as DPP, NEP and TF and provide some certainty to those programmes which require it ahead of the December settlement announcement. HO to discuss further with the PRTB Chair and Vice Chair who should be engaged in the discussion regarding next steps.</p> <p>Action 115: Bethan Page-Jones to provide PRTB with an update on how the HO will run the police settlement process, including identifying where efficiency savings are to be made across the police funding settlement.</p>
Item 2b - Future of the Police Reform and Transformation Board	
096/2019	<p><u>Item 2b - Paper: Next Steps for the PRTB</u></p> <p>Bethan Page-Jones introduced the item requesting the Board’s views of how the PRTB can be developed / incorporated into the new governance landscape which will sit below the new National Policing Board (NPB). It was noted that there will likely be some form of National Investment Board will be established under the NPB, and this could be a new form of PRTB with a new scope and focus.</p>

097/2019	Susannah Hancock noted that the original iteration of the PRTB was born out of the Policing Vision 2025 and the membership and governance structure stemmed from this; the landscape has now changed significantly and so should the Board. However, the expertise and range of views within PRTB are not replicated anywhere else and should not be lost.
098/2019	Furthermore, the introduction of the NPB will provide an opportunity to simplify the entire landscape; ensuring a greater level of clarity around governance and national decision making to determine the direction of travel for police transformation. Michael Lane added that the current governance structure is not currently fit for purpose for managing national transformation. Furthermore, it was noted that the NPB will need to consider the aspirations of local policing.
099/2019	Nina Cope noted the likely influence of the upcoming SOC review in providing key lessons learnt specifically, for ensuring successful relationships with national entities.
100/2019	The Board showed broad support for the introduction of the NPB, a more national approach and the need for a revised governance structure to enable this. Colleagues also noted that the focus should not be around moving the PRTB into a new role but establishing a new Board which is fit for purpose.
101/2019	The Policing Vision 2025 was also felt to require an update. The Board agreed that the landscape has developed since this document was developed in 2016 and as such supported a refresh. In particular looking to evaluate the relevance of the 5 reform strand areas (Business Enablers, Digital, Local Policing, Specialist Capabilities and Workforce), and extending the Vision to 2030 to encompass the renewed policing landscape and initiatives which have been introduced.
102/2019	<p>The views expressed by the PRTB will subsequently be developed to determine the future of the Board once the NPB role is further defined.</p> <p>Action 116: A working group to be established made up of representatives from PRTB organisations to:</p> <p>(a) work with the Home Office on the scope and focus of a potential new ‘Investment Board’ reporting into the new NPB;</p> <p>(b) consider options for pooling resources to support central support and all projects within the portfolio; and</p> <p>(c) consider next steps re. refresh the Policing Vision 2025.</p> <p>Proposals to be presented at the November PRTB.</p>
Item 3 – Exercise: What to continue from the in-flight portfolio.	
103/2019	<p><u>Item 3 - Paper: Portfolio Prioritisation</u></p> <p>Vince Strafford introduced the item. At the June PRTB the Joint Portfolio Team were commissioned to explore the cost to stop, remobilise and continue the minimum viable product for the major PTF programmes. The paper presented to the Board detailed this information for the PTF baseline: in-flight projects which are national in scope, whose original business cases indicated that there were multi-year projects and require further funding to complete the delivery outlined in their business cases. The paper also included a short summary of the project, 20/21 key deliverables and additional information provided by the programme.</p>

104/2019	<p>The Board was invited to consider the baseline and to provide a steer to the Home Office as to which projects the PRTB would prioritise within the next financial year. Bethan Page-Jones noted the importance of building the case for the PTF within the 20/21 SR and prioritisation can be used to support this.</p>
105/2019	<p>The Board discussed each project within the baseline and made the following comments albeit noting the need for further work to determine prioritisation:</p> <ul style="list-style-type: none"> - Digital Policing Portfolio – Most programmes within the portfolio were considered a priority – Digital Public Contact, Digital Investigation and Intelligence, E-Disclosure Frontline Digital Mobility and Digital Case File (total funding = £46.73m). - Digital First (Digital Evidence & Transfer Service (DETS)) - Board raised significant concerns around delays, issues with CPS Common Platform and the fact that half of all forces had already gone ahead with their own solutions. Further clarity required around delivery confidence of this project as well its renewed benefits profile (funding = £10.2m). - National Enabling Programme – considered a priority - JPT currently working with NEP to understand increased benefits figure (funding = £18.0m). - Police ICT Company – considered a priority (funding = £3.0m). - PRTB Portfolio Management Capability – considered a priority - Future scope to be defined in light of the new governance landscape (funding = £1.2m). - Specialist Capabilities Programme – considered a priority for a further year but challenge around lack of output, and benefits must be demonstrated moving forward (funding = £2.0m). - National Commercial Board – considered a priority but further clarity required over cost and expectation that the capability will novate into the Police ICT Company (funding = £5.0m). - Transforming Forensics – considered a priority but some questions / concerns raised by some members. Need to consider approach to addressing broader scope of forensics (including digital) (funding = £13.6m). <p>Action 117: JPT to follow up with programme leads to gather further information.</p>
106/2019	<p>In conversation, the Board also highlighted the following projects that should be considered further (these should not be treated as a definitive list of other areas of interest for the PRTB):</p> <ul style="list-style-type: none"> - NOMADS - <i>Further information to be circulated after Board;</i> - Video Enabled Justice - <i>scope to continue project team for 1 year to be considered outside of Board. Project to put forward a financial outline;</i> - National Data Analytics Service - <i>highlighted due to significant funding envelope awarded this year. Further consideration needed around whether to build on West Midlands work. Board felt due diligence would be required;</i> - Strategic HR - <i>increased significance and need as a result of inevitable increase in data request due to 20,000-officer initiative;</i> - Local Policing - <i>some effective local/regional projects within this strand the best of which could be scaled up but need to be subject to a review of which the best are.</i>

107/2019	<p>Action 118: APCC/LETU/JPT leads to identify Local Policing projects with a strong case to be considered for funding for 20/21.</p> <p>Mike Cunningham noted the absence of Workforce projects within the baseline; stating this to be a significant oversight based on the key areas of principle capability which have been developed within this strand.</p> <p>Action 119: Further work to be undertaken led by HO to review all PTF projects and programmes, alongside wider reallocations, to identify size of pot and priorities for spend for 20/21.</p>
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