**Police Reform and Transformation Board**

**Minutes of the meeting held on 17 February 2020 (1030-1330)**

**at Mary Sumner House, 24 Tufton St, Westminster, London SW1P 3RB**

**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

**Date created:** 18 February 2020

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| **Name** | **Organisation** |
| Katy Bourne | Chair of the Association of Police and Crime Commissioners (APCC); Police and Crime Commissioner for Sussex  |
| Chloe Butcher | Communication and Co-Ordination Officer, Joint Portfolio Team  |
| Andy Cooke | Chief Constable for Merseyside (joined by phone) |
| Steve Freeman | Representative for PAACTS; Chief Finance Officer, Office of the Police and Crime Commissioner for Lancashire  |
| Susannah Hancock | Chief Executive of the Association of Police and Crime Commissioners (APCC) |
| Martin Hewitt | Chair, National Police Chiefs’ Council (NPCC) |
| Ellie Hurd | On behalf of CC Pinkney, NPCC Lead for Local Policing; Chief Constable for Hampshire |
| James Hughes | Senior Policy Development Manager, APCC  |
| Katherine Johnson | On behalf of Mark Burns-Williamson, Police and Crime Commissioner for West Yorkshire (joined by phone) |
| Richard Jolley | Head of Police Transformation and Digital, Law Enforcement Transformation Unit, Home Office  |
| Charmaine Laurencin | Chief of Staff, NPCC  |
| Michael Lane | Police and Crime Commissioner for Hampshire |
| David Lloyd | Police and Crime Commissioner for Hertfordshire  |
| Jo Noakes  | On behalf of Mike Cunningham, Chief Executive, College of Policing |
| Lynne Owens | Director General, National Crime Agency (joined by phone) |
| Bethan Page-Jones | Head of the Law Enforcement Transformation Unit, Home Office  |
| Siobhan Peters | Chief Executive, Mayor’s Office for Policing and Crime  |
| Vince Strafford | Head of Strategic Portfolio Management, Joint Portfolio Team  |
| Paddy Tipping (Chair) | Police and Crime Commissioner for Nottinghamshire  |
| John Wick | On behalf of Ian Dyson, Commissioner, City of London Police (joined by phone) |
| Robin Wilkinson  | Head of Corporate Service, Metropolitan Police Service  |
| Giles York | Chief Constable, Sussex Police |

*Note: members are listed by their initials within the minutes.*

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| **Item 1 – Welcome, Introductions and Apologies** |
| 001/2020002/2020  | The Chair welcomed the Board noting that this meeting marks the transition into a new governance structure and funding era for police transformation. There will be a need for another meeting of the PRTB to manage any transitional issues and complete any business for the Board.Apologies were noted from:* Mark Burns-Williamson, Police and Crime Commissioner for West Yorkshire
* Mike Cunningham, Chief Executive, College of Policing
* Simon Duckworth, City of London
* Ian Dyson, Commissioner, City of London Police
* Dorothy Gregson, APACE
* Scott McPherson, Director General, Crime Policing and Fire Group
* Martin Surl, Police and Crime Commissioner for Gloucestershire
* David Thompson, Chief Constable, West Midlands
* Rachel Watson, Director, Policing, Crime and Fire Group
* Sir Thomas Winsor, Her Majesty’s Chief Inspector of Constabulary, HMICFRS
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| **Items 2.1 and 2.2– Minutes from 12 September 2019 meeting and Action Log** |
| 003/2020004/2020005/2020006/2020007/2020008/2020 | The Board agreed the minutes from the meeting on 7 November 2019. The Board reviewed the Action Log and noted that all actions were closed except 113, 117, 124 and 125. The Board accepted the following updates:Action 113: PRTB were content for Dorset to be the host for the next two years. What happens longer term will be partly dependent on the options that are presented through the work PRTB commissioned on delivery models for national capabilities which Local Partnerships will deliver. An update on the status of this work will be provided via Agenda Item 6. Action 117: Current progress will be outlined during Agenda Item 2.3 below. Action 124: A number of discussions have taken place with PRTB Chairs and the Home Office (HO) around the 20/21 settlement. Discussions between the College and NCA are ongoing with relevant HO policy units. A funding update paper will be provided at the Board today that will cover this. Action 125: The paper accompanying Agenda Item 3 outlines the funding allocation for 20/21. Following this, the APCC/NPCC will communicate with current programmes and projects that will no longer receive funding.  |
| **Item 2.3 – Readout - Policing Vision 2025 Workshop** |
| 009/2020010/2020 | The Board noted the readout for the Policing Vision 2025 Workshop which was held on 9th December. This work stemmed from Action 117(c): *A working group to be established made up of representatives from PRTB organisations to:* *(c) consider next steps re. refresh the Policing Vision 2025.* The Chair invited the Board to consider the next steps for this work. No decision was made; however, it was acknowledged that a ‘home’ for this piece of work should be considered within the new governance structure. In terms of next steps, the Vision will be discussed at a future meeting of the NPB.  |
| **Item 3 – Policing Funding Settlement Update**  |
| 011/2020012/2020013/2020014/2020015/2020016/2020017/2020018/2020 | RJ introduced the item, noting that 19/20 will be the last year of the Police Transformation Fund (PTF). Some legacy programmes from the PTF will continue into 20/21 and the decision as to which was based on the outstanding benefits profiles. Ministers have decided to continue the following:

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| **Law Enforcement Programmes** | **Total** | **Comments** |
| Police ICT Company Reform | £3m | * To include clear deliverables that will drive DDaT Strategy implementation and map force spend on ICT/Tech.
* It is assumed that this will be the final year of funding awarded to the PICTCo, as from 21/22 the Company will be self-sustaining.
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| Digital Policing | £20.2m | * £5.2m is for the Digital Workforce to support the DAT/CIH and DKLB which is aligned to the Police Uplift Programme.
* The remaining £15m is still subject to discussions with DPP, in particular regarding the finalised costs for Single Online Home (SOH).
* The original ambition was transition of elements of DPP into PICTCo; however, discussions are underway to test whether SOH should be transferred to MOPAC/MPS 20/21 as contracting authority.
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| National Enabling Programme | £18m | * Discussions ongoing with programme to ensure robust budget breakdown as current cost estimate is slightly higher that £18m.
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| Forensics | £28.6m | * This includes completion of TF programme (£8.1m) and funding for the Forensic Capability Network (£5.5m). Ministers have also prioritised growth investment of £15m in Digital Forensics within this envelope.
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| National Data Analytics Solution (NDAS) | £5m | * To include clear deliverables to continue to build on the current use cases. This work is clearly linked to Ministerial priorities of serious violence, modern slavery and county lines.
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| Investment Governance Reform | £0.8m | * Provides continued Portfolio Monitoring for legacy ex-PTF programmes as part of broader resourcing to drive through work to support the Strategic Change and Investment Board (SCIB).
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| **Total** | **£75.6m** |  |

It was noted that a number of PTF programmes will continue to be funded through other funding streams. The Serious and Organised Crime settlement for 20/21 has increased to £140m to include ex-PTF programmes and the Arm’s Length Body line includes funding for ex-PTF Workforce projects: Wellbeing Service; PEQF; and Pay Reform (specific allocation discussions for both areas are ongoing). In addition, Blue Light Commercial will receive £3.7m.The Board was informed that Local Policing projects will not have access to any PTF-style successor fund and will need to secure alternative funding in order to continue. The paper provided a breakdown of the current state of play for alternate funding streams for each Local Policing project. Moreover, no funding has been allocated to continue the Specialist Capabilities Programme despite significant elements of its work being relevant to the NPCC Reform. The Board was invited to comment, specifically to identify any perceived risks/gaps based on the current proposals for 20/21 funding. Two key areas were discussed: Digital Policing: * The option to transfer SOH to MOPAC/MPS as contracting authority is still being discussed. SP emphasised that the conversation is complex, and the tight timelines are challenging, with a governance-ready proposition unlikely to be available in the next couple of weeks.
	+ GY stated his support for MOPAC as contracting authority in regard to finance but felt the responsibility for governance of the programme should remain within the SOH team.
	+ KB queried where PCC representation will sit within SOH governance. BPJ assured that a SOH programme board will include PCCs members.
* GY stated that the £15m figure from the HO for future Digital work is 2/3 less than the original ask to continue the in-flight programmes. A number of discussions have taken place to reduce the costs of each programme and the result is that £15m will only cover SOH and tying up of elements not set to continue delivery in 20/21. As such there is no scope to continue the other elements of DPP which were identified as priorities (Video Enabled Justice (VEJ), Digital Case File (DCF) and e-Disclosure).
* GY flagged that previously the Digital Policing Portfolio had an overarching portfolio management function spanning all programmes which had reduced resource costs. Due to the smaller scope of Digital in 20/21, this is not possible.
* RW queried whether a paper was available outlining all the costing options for SOH. BPJ confirmed a detailed breakdown was available.

**Action 127: Bethan Page-Jones to share detailed breakdown of SOH costings and a readout from the meeting on 20th February with PRTB members.** * KB stated that, given the importance of DCF, Sussex would consider being its lead force in 20/21. This would be subject to KB having a seat at the CPS Board in order to hold the CPS to account.
	+ RJ noted the importance of DCF and welcomed a further bilateral conversation around the programme in order to identify the key risks of not funding DCF; these risks could be played back to Ministers.
	+ BPJ questioned whether there is a core capability for DCF which could be funded for less money to 'keep the lights on' in 20/21.

**Action 128: Home Office colleagues to engage with Katy Bourne to discuss future delivery options for Digital Case File.** Specialist Capabilities: * MH emphasised his concern that the Specialist Capabilities Programme is currently without funding for 20/21, meaning it will have to close in a matter of weeks.
* The Serious Organised Crime review is anticipated to see value in this work and as such there was felt to be a risk of demobilising and remobilising the programme which will incur additional, avoidable, cost.

In summary, the Chair acknowledged the concerns of the Board, committing to writing to the Policing Minister to outline the PRTB discussion and emphasise that key capability delivery will be lost due to the limited figure awarded to continue police transformation work.**Action 129: Paddy Tipping and Martin Hewitt to write on behalf of PRTB to the Policing Minister to communicate that there is not enough money to support all aspirations for continuation in 20/21. The letter will reflect the discussion from PRTB and the particular difficulties highlighted (mainly Digital and the Specialist Capabilities Programme).** |
| **Item 4 – Future Governance** |
| 019/2020020/2020021/2020022/2020023/2020024/2020025/2020026/2020 | RJ introduced the item noting that, based on an action arising from the last PRTB, work has been done to further define future governance structures. LETU has conducted internal work to consult and gauge the views of wider HO law enforcement groups. Advice was put to the Policing Minister who confirmed his desire to establish and Chair the Strategic Change and Investment Board (SCIB) which will replace the PRTB. **Action 130: Richard Jolley to share Ministerial advice regarding governance with PRTB members.** RJ outlined the role of the SCIB:* Will focus on investment and capability.
* Will have visibility on a broader range of programmes and projects including legacy PTF, major law enforcement programmes, SOC/CT programmes, police uplift projects, and wider crime and policing projects.
* Will oversee the coordination of capabilities across law enforcement.
* Membership is TBC (it is expected to include finance, change and investment leads from within the HO, and wider Law Enforcement Sector).

A Crime Policing Performance Board (CPPB) will sit alongside the SCIB, to consider performance and outcomes across policing. It will include an insights function to look at trends, gap analysis and performance which will inform the SCIB’s work on investment and capability.A workshop was held on the 10th February to engage broader policing colleagues and consider the ToRs of both Boards. A note from this meeting will be circulated imminently.**Action 131: Richard Jolley to circulate governance workshop readout from 10th February 2020 with PRTB members.** RJ listed the next steps for this work:* First SCIB to be scheduled for the end of March/start of April.
* Continue process of setting up secretariat/hub to support the SCIB.
* Further consultation to be scheduled with PRTB colleagues and broader sector in the coming weeks.

The Board was invited to comment and made the following points: * The role of each Board must be clearly defined to avoid potential overlap.
* The legislative framework puts power in the hands of PCCs and Chief Constables, whilst members are happy for the HO to lean in more, parameters must be defined.
* Further to this, it was noted that the history of the PRTB cannot be forgotten; the Board was originally set up to monitor delivery of the Policing Vision 2025, not the PTF.
	+ MH added that a conversation should be had to determine whether a Board should be established below the SCIB/CPPB which would essentially replace the PRTB as an APCC/NPCC run Board and would allow for policing colleagues to engage and feed into the SCIB/CPPB.
* RJ reiterated that further consultation with colleagues was intended, and recommendations as to who to engage with would be welcomed.

**Action 132: Richard Jolley to send out a request to PRTB members for recommendation on who the HO should engage with regarding further governance consultation. The request should be explicit as to what the HO need and what would be helpful from PRTB colleagues and more broadly.** Other observations were made:* PT felt that there should be a central team providing more than just a secretariat function. This team should be jointly owned.
* A balance must be struck between considering local and national work within the governance structure.
* It is intended that the governance structure will have visibility across policing; including SOC and CT.

A Ministerial discussion on governance is scheduled for 5th March; points from this meeting will be raised.  |
| **Item 5 – End of PTF Report from the Joint Portfolio Team**  |
| 027/2020028/2020029/2020 | The Chair introduced this item, noting that the report has highlighted that the PTF has delivered some key advances for policing however this fund has not been without its challenges. VS provided an overview of the portfolio view of the report which outlines the performance of the 122 PTF funded projects since the fund’s commencement in 16/17. The paper was shared with the Board as a draft and members were invited to feedback on the portfolio and strand overviews; specifically, to identify any gaps or inaccuracies.Key points to note are as follows: * When producing its report, the JPT endeavoured to adopt a more holistic approach to reporting benefits as many programmes didn’t have monetised benefits in their bids or had benefits listed which could not be robustly explained during validation. As such, the resulting report looks at the outcomes of police transformation investment more broadly than simply the monetary figure, and thus provides a more balanced view.
* To date only £112m benefits have been reported as realised against a forecast of £413m; leaving a shortfall of £301m. A significant contributing factor to this is the closed PTF programmes which either overestimated their benefits or did not have a sufficient benefits realisation plan in place post-closure.
* The portfolio has a number of highlights including the fact it has provided technology solutions, a number of key strategic systems including o365, the delivery of specialist training and engaged with a number of charities and public bodies. Currently the figures attributed to these are still being refined as data is finalised in Q4. BPJ stated the need to consider the broader metrics and whether some of the headline figures could delve a bit deeper - i.e. what the numbers *mean.*

**Action 133: JPT to conduct further analysis around portfolio highlight figures to draw out the specific outcomes for policing.** * The report featured key successes from each reform strand which the JPT will continue to refine. In particular, the narratives for VEJ and Project V will be redrafted as requested by KB and LO respectively.

**Action 134: JPT to engage with colleagues as required to redraft and refine the narratives for specific programmes within the portfolio.** * The report’s key recommendations were informed by engagement with APCC/NPCC/LETU colleagues and PTF programmes in lessons learned workshops. The Board expressed its support for these recommendations, noting that they should be incorporated into the SR work for 21/22.

**Action 135: Further discussions to be held between the PRTB and HO colleagues to determine how the End of Fund report will feed into the SR.** * The Board felt that the report should now be circulated more widely to gain feedback from broader colleagues.

**Action 136: Further engagement to be arranged between policing colleagues to provide the opportunity to feedback on the End of Fund report.** * Governance lessons learned should be incorporated into the ToRs for the SCIB.
* The report should demonstrate the adjustment and flex that occurring during the fund to reprofile and reallocate spend to ensure value for money.
* The importance of staff within police transformation should be drawn out better in the narrative.

**Action 137: Vince Strafford and Jo Noakes to engage on the Workforce piece within the End of Fund report; in particular, regarding implementation of change within forces.*** KB noted the positive review for VEJ regarding its change management process and requested her thanks to the VEJ were noted in the minutes.
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| **Item 6 - National Delivery Vehicles** |
| 030/2020031/2020 | SH introduced the item. The report provided to the Board was prepared by Local Partnerships on behalf of PRTB and outlined a number of options for providing long term effective and efficient Hosting/Delivery, these were presented to the Board for further strategic consideration.The following points were made by the Board:* KB expressed a view that the landscape is mixed and as such there should not be a single model. The example of Sussex police underwriting DPP was given to demonstrate when a lead force model became challenging due to significant costs, however it was felt that if costs were smaller the model can work.
* There is currently an absence of clarity around accountability.
* The report misses adequate consideration of the key role of commissioning (who commissions and what are they commissioning from whom).
* The CT model was noted as an effective model which could be learnt from however the money which is available to fund the CT model was noted.
* Must ensure the right question is being answered by defining first what is meant by ‘delivery’ and ‘national’. Need to consider how this work plays into regional capabilities.
* Important to ensure all forces are doing the same thing to avoid duplication of effort.
* The paper will go to the Policing Minister for consideration of options linked to SR.
* It was suggested that, based on the Minister’s interest, a roundtable be set up to identify favourable options and discuss next steps.

**Action 138: NCA to engage with Susannah Hancock on some inaccuracies within the National Delivery Vehicles report.** **Action 139: Susannah Hancock and Bethan Page-Jones to feedback PRTB discussion to Local Partnerships.** **Action 140: Susannah Hancock and Bethan Page-Jones to consider scope for Ministerial roundtable to discuss the work and next steps.** |
| **Item 7 - Close** |
| 032/2020 | A final PRTB will be scheduled in the coming months, following consultation with colleagues regarding timings.  |