

**Minutes of the meeting of the
Board of Directors of the College of Policing
held by Skype
on 18 November 2020**

Present
**Attendance
2020/21**

Christine Elliott	Interim Chair	5/5
David Bamber		5/5
Mike Cunningham		5/5
Paul Griffiths		5/5
Ian Hopkins		5/5
Clare Minchington		5/5
Stephen Mold		5/5
Dr Robina Shah		4/4
Jackie Smith		5/5
Ian Wylie		5/5
Robin Wilkinson		4/5

Executive in attendance

Nick Bayley	Director of Enabling Services
Jo Noakes	Director of Workforce Development
Bernie O'Reilly	Deputy Chief Executive Officer
Iain Raphael	Director of Operational Standards
Rachel Tuffin	Director of Knowledge and Innovation

Staff in attendance

Harbinder Dhaliwal (Item 9)	Corporate Strategy Lead
Kate Fromant	Head of Corporate Governance
Camille Giffard	Governance Manager

Part one – Preliminary items
01-COP-NOV20 Welcome and administration

- 1.1. The Chair welcomed everyone to the meeting. The Chair noted that the meeting had been duly convened and a quorum was present. She advised that it would be the last board meeting attended by Mike Cunningham and Robin Wilkinson.
- 1.2. No apologies for absence were received.

- 1.3. Ian Wylie and Clare Minchington declared interests in relation to the Interim Chair's report recommending that their interim roles, as Chair of Nominations and Remuneration Committee (NRC) and Senior Independent Director (SID) respectively, be made substantive. Bernie O'Reilly declared an interest in relation to item 06-COP-NOV20 on the appointment of an acting Chief Executive Officer. They would retire during the relevant discussions.
- 1.4. No items were raised for discussion under Any Other Business.

02-COP-NOV20

Minutes of the meetings on 30 September 2020

- 2.1. No comments were received or raised in the meeting.

Decision: The Board resolved to:

Approve the minutes of the meeting on 30 September 2020.

03-COP-NOV20

Matters arising and actions from the meeting on 30 September 2020

- 3.1. Two items were due, with the remainder being either not due or suggested complete.
- 3.2. The issue of Central Services Allowance for secondees was RAG rated red as not yet resolved, but proposals had been outlined to the Police Superintendents' Association and Police Federation, and Treasury guidance was awaited before presenting to the Home Office in January. The due date was amended to 31 January 2021.
- 3.3. The College's carbon footprint was being reviewed as part of the Estates' Strategy, work for which was underway. The due date was amended to 31 March 2021.
- 3.4. The items suggested complete could be closed.

ACTION:

Close the actions suggested complete.

Decision: The Board resolved to:

Note the 'Action Points' template.

04-COP-NOV20

Report from the Interim Chair

- 4.1. The Interim Chair indicated that she had taken the opportunity in this report to note the College's successes since the start of her tenure. It had been flagged by all in the development session that the College's greatest risk at present was the transition from a stable leadership under Mike Cunningham to a more uncertain period. She would also be stepping down from her interim role at the end of her contract at the end of December. The College was poised to deliver some important programmes, alongside its impressive list of achievements. To avoid a leadership void and its consequent impact of on policing, the public and the College, the Interim Chair proposed that the Interim Chair of NRC and the acting SID be confirmed in their roles.

Ian Wylie and Clare Minchington left the meeting.

- 4.2. The Interim Chair asked board members to consider inviting Ian Wylie to continue as permanent NRC Chair, and Clare Minchington as permanent SID, emphasising the importance of continuity. Agreement was unanimous. Stephen Mold proposed both appointments, seconded by Ian Hopkins and Dave Bamber.

Ian Wylie and Clare Minchington rejoined the meeting.

- 4.3. In relation to the CEO appointment, the Interim Chair outlined that, although notice had been provided in early summer and the Home Secretary had signed off on the appointment in September, the issue of remuneration continued to delay the process at the Treasury level prior to proceeding to advert. There would be a gap of at least 6 months between permanent CEOs and the interim arrangements proposed at item 06-COP-NOV20 would be of paramount importance.
- 4.4. The Interim Chair advised that an appointment continued to be awaited in relation to the permanent Chair position.

Decision: The Board resolved to:

Approve the appointment of Ian Wylie as permanent Chair of the Nominations and Remuneration Committee

Approve the appointment of Clare Minchington as permanent Senior Independent Director

Note the Interim Chair's update.

05-COP-NOV20

Chief Executive's Report

- 5.1. Mike Cunningham indicated that, as it was his last report to the Board, he would review progress with College activities.
- **Exams and recruitment** – platform capacity issues had affected the inspectors' exam but this had been addressed, and lessons learned for subsequent exams. Mike advised that the retake and the sergeants' exam had gone well and thanked colleagues across College. The pandemic had required colleagues to work at pace on matters which in other circumstances would have taken months, while maintaining other work behind the scenes. A detailed paper encompassing a draft Digital Strategy, following review by Deloitte, would be brought to the next board, as would the wider markets proposals.
 - **Spending review** – the Chancellor's announcement on 25 November would herald challenging times for public spending, especially in areas not connected to health, including policing. It was hoped the 20k commitments would be honoured, but other funding was unlikely to be available. The College would approach the challenge with business acumen, revenue optimisation and innovation. It was well positioned, but needed to develop further from a financial perspective.

- 5.2. Mike remarked that the Board had changed unrecognizably (and for the better) in the previous 12 months. Christine Elliott's leadership had provided clarity and an inclusive approach. The relationship between the Board and Executive was much improved. As a collective, the executive team was relatively new, but those joining recently had fed back that it was open, inclusive, cohesive and hard working. Mike expressed pride in them and in the wider College, at what had been achieved in extraordinary circumstances.
- 5.3. The College's connection with policing had been reshaped, which was essential as the College could not function without a trusted connection, in particular with the front line. There could be no complacency, but feedback confirmed that progress was being made. Mike indicated that he had attended a focus group with staff the previous day, with feedback provided of an increased sense of purpose and pride, and a stronger feeling of being part of policing.

Decision: The Board resolved to:
Note the Chief Executive's update.

Part two – Items for decision or discussion

06-COP-NOV20

Appointment of Acting Chief Executive Officer

Bernie O'Reilly left the meeting.

- 6.1. The Chair of NRC indicated that the end of December would mark the end of Mike Cunningham's term as CEO and there would be a period of time without a permanent replacement. There was a strong argument for Bernie O'Reilly, as Deputy Chief Executive, to step into an acting role from 1 January 2021, in light of the need for continuity, the ongoing pressures on staff and the relative newness of the executive team. The NRC had added this to the board agenda as it was too important a decision to be taken out of committee. It was noted that Bernie's secondment to the College would end in November 2021 and it was hoped to have a permanent successor in place by then. Bernie had demonstrated ample capability and capacity, and NRC made the recommendation unreservedly.
- 6.2. Board members were supportive and agreed it would be important formally to support Bernie in the role to give him the best opportunity to succeed. The appointment was approved unanimously. *[As some of the details discussed are personal to an individual, they have been removed from this version.]*

Bernie O'Reilly rejoined the meeting.

Decision: The Board resolved to:
Approve the appointment of Bernie O'Reilly as Acting Chief Executive until such time as a permanent appointment is made, or

Bernie's term as a secondee, expires.

07-COP-NOV20

Appointment of Board Member in a seat reserved for Police Staff

- 7.1. The Chair of NRC remarked that they had carefully reviewed the advert for Robin Wilkinson's successor, to eliminate any gender bias in the language, and women were well represented among the applications. There were two excellent candidates among those interviewed but the interview panel was unanimous in recommending one over the other.
- 7.2. Board members were unanimously supportive of the NRC recommendation, but queried diversity in terms of seniority of applicants to the seat and whether there was flexibility to amend this in the future. The NRC Chair clarified that previous board experience had not been made a pre-requisite, to avoid making it exclusive to individuals in senior roles.
- 7.3. Board members discussed whether a board advisor on digital could be appointed without running a further campaign as it was a known gap in expertise. It was agreed that not all board members needed a high level of proficiency in technology, but it was important to have someone who understood the relationship between technology and policing. The appointment of a board advisor was a matter for the Board and did not require Home Secretary approval.
- 7.4. It was noted that the appointment of a digital advisor should not lead board members to abdicate responsibility for digital, but that they should seek development to become more digitally aware, alongside any expert advisor.
- 7.5. The Chair of ARC remarked that a recent self-assessment by ARC attendees had identified a gap in digital expertise on that committee, and the appointment of a digital advisor could address this.
- 7.6. There was support in principle for the appointment of a digital advisor to the Board, but the process would need to be clarified to ensure any appointment was fair and equitable. NRC was asked to prepare a proposal to address this.

ACTION:

Nominations and Remuneration Committee to prepare a formal proposal for appointing a digital advisor to the Board.

Decision: The Board resolved to:

Approve the appointment of a Board Member in a seat reserved for police staff. A recommendation on the candidate would, as per due process, be submitted to the Home Secretary by the Interim Chair.

Decline approval of an approach to a second applicant to be appointed as an Advisor to the Board, pending submission of a formal proposal on the appointment process.

08-COP-NOV20 Independent Ethics Panel Update

- 8.1. The Chair of NRC provided an update on progress with recruitment to the Independent Ethics Panel (IEP). The College had advertised for IEP chair and panel members simultaneously. Six applications were received for the Chair only, six for both Chair and panel, and a further 80 applications for panel member only. Interviews for the IEP Chair would take place the following Friday with three strong candidates and it was hoped to make an appointment that day. Panel shortlisting was being carried out in batches to expedite the process while maintaining fairness for all applicants. Several candidates would be interviewed under the Disability Confident scheme.

Decision: The Board resolved to:

Note progress regarding the establishment of the Independent Ethics Panel.

09-COP-NOV20 Setting a Strategic Direction for the Next Three Years

- 9.1. Rachel Tuffin explained that this was not yet a full strategy but a strategic direction, and she was seeking approval from the Board for the proposed approach.
- 9.2. The first step in its development had been to confirm agreement for the mission, where the College was heading. There was general agreement for this but feedback suggested:
- That the explanation of the mission needed to connect better with the majority, and be articulated in a way that linked to public safety
 - That it came across as for operational roles and should cover non-operational roles, including those without a professional body.
- 9.3. If policing as a profession was the mission, what would a professional development culture look like and what behaviours would be expected? It was agreed that this was different across forces and could be achieved through recruitment and development. Some of the behaviours (collaborative and delivery-focused) were already strong in policing but others needed more work to address potential blockers, particularly 'time poverty'.
- 9.4. The College had been a disruptive force in its first five years and had invested in connectivity with the service under Mike Cunningham's leadership. The next phase was to accelerate and embed a professional development culture, remove barriers and work with partners to implement it across policing, while remaining conscious of the Future Operating Environment (FOE).
- 9.5. The change programme had elicited the current core offer, dividing it into three elements: mandatory/statutory work,

strategic priorities and responsive tactical work. It then considered what should be focused on as inherent to a professional development culture and what could be refocused.

- 9.6. The Uplift programme provided significant opportunities for policing but also the risk that existing culture could dissipate new recruits' enthusiasm for professional development. Support and wrap around for those working with new officers, eg, supervisors and tutor constables, would be as important as the initial recruitment.
- 9.7. The next step would be to consider how the focus (accelerating a professional development culture) could be applied to the three elements of demand identified: mandatory, strategic and tactical.
- 9.8. Board members, many of whom had been consulted during its development, were unanimously supportive of the approach and provided the following feedback:
- PEQF and decisions on pay had led to a concentration of young people joining the service. Mental wellbeing was a significant issue, with officers being asked to make important decisions at an early stage, resulting in increased attrition. The level of support they received was vital, with a need for good-quality buddying and tutoring.
 - With a remit on setting standards, the College should also consider the impact it wanted to have in terms of the standards that should be operated to. Rachel observed that the core offer focus was to identify what was not helping to deliver professional development culture, and to make space for more activities like standard setting, which was often strategic or tactical. The externally facing strategy document would look different, which board members agreed would be important and should make it clear that the College had listened to key stakeholder needs.
 - There was a risk the mandatory and tactical work, led by statute or demand, would take priority over the strategic work. That strategic territory should be 'ruthlessly safeguarded' as it was so important to the College's future relevance and could too easily be lost.
 - The current focus on the Uplift programme was understandable, but the College should ensure its offer remained for the entirety of the service, up to Chief Constable level.
 - Levels of training varied across the country. Uplift should not just deliver the required number of officers, but good quality, fully trained and effective police officers. Assessment of how well trained the officers were should be built into the framework to assure success.

- 9.9. The Interim Chair commended the work and extent of collaboration with the Board. She confirmed that the approach was approved, and encouraged the pace to be maintained.

Decision: The Board resolved to:

Discuss and agree the proposed approach outlined in the paper, to help set the College's strategic direction for the next three years.

10-COP-NOV20

Leadership Centre

- 10.1. Mike Cunningham reminded board members that the proposal was for a national approach to leadership development. Leadership development was currently incoherent and inconsistent, with quality varying between forces. Good leadership at all levels was key to optimising officers' contributions. This had been presented to the Home Secretary, who was in support of a national approach to leadership through a Leadership Centre hosted by the College.
- 10.2. The Centre would:
- Set leadership standards for every level of leadership in policing.
 - Develop a national curriculum to support officers and staff to attain those standards, with some mandatory elements, and some discretionary to suit the individual – a national mandate for an approach to professional development was entirely new.
 - Identify and accredit external providers – universities, higher education institutions and private providers – acting as a single doorway into policing to support the national curriculum.
 - Oversee local delivery in force to national standards.
- 10.3. As well as being key to maximising the contribution of the 20k officers recruited, obtaining additional resource was unlikely if independent of Operation Uplift.
- 10.4. It would require a new approach from policing to professional development. None of those consulted, including chiefs, were unsupportive. Chiefs also acknowledged that the approach would need to recognise the costs in terms of officer and staff time, which had never before met with universal approval.
- 10.5. It would be transformative, the early stages of a systematic approach to CPD and consistency in leadership development, reaching down to invest in leaders at an earlier stage in their career. Development of the Centre's offering would be incremental and iterative, seeking to learn 'on the go'. Importantly, it would also address diversity issues, encouraging positive action and reaching more junior levels to encourage people from diverse backgrounds to develop into leadership roles.

- 10.6. The next stage was to trial a proof of concept with the four elements: national standards, developing a national curriculum, local providers, and local delivery through the national Leadership Centre. It was proposed that this be aimed at sergeants' level, possibly in GMP and Merseyside. The Board was asked to approve the next steps so a proposal could be put to the Home Secretary to start the process. Mike thanked Jo Noakes and Ray Clare for their contribution in developing the concept.
- 10.7. Board members were unanimously supportive of the approach, agreeing that it was the right direction and right space for the College to be in. They provided the following feedback, including some questions:
- Some may seek to take advantage of Mike's departure to regain some ground, and the Executive should be supported to avoid this.
 - The challenge of bringing on board 43 forces with distinct interests should not be underestimated. Being clear that the standards set must be followed would be key, while consistency in messaging would facilitate embedding. Presenting it as alignment to be achieved over 2 – 3 years may help to avoid it being viewed as a blocker.
 - Branding would be crucial – the Centre should not be seen as separate from the College; and should be clearly distinguished from previous controversial approaches around educational standards, to show it as something completely different.
 - Successful College work around tutorship and assessment could be built on, to assist with making the new approach easier to land.
 - It was not entirely clear from the document that the College would work with third party providers to create the curriculum. Existing expertise in leadership development should be drawn upon.
 - The proposed Professional Reference Group may benefit from bringing in experts in leadership development from other professions outside policing who had done it well. This would also strengthen the case to the Home Office by showing that policing was open to learning from outside.
 - The scope of leadership should be very clear – would it focus on leadership disciplines or extend to wider professional development or management skills?
 - How would it fit with existing offers currently in place for promotion routes and exams? Would it be integrated or in parallel?
 - The proposal only referred to costs. Would the College be looking to generate revenue as well?
- 10.8. Mike indicated that the feedback and questions would be used to develop the proposal. Consideration had been given to

revenue, external providers and development in partnership, but needed to be addressed more explicitly. He acknowledged that implementation was always a challenge when developing national standards and solutions.

Decision:

The Board resolved to:

Approve the proposed approach

Approve the indicative timeline

Approve the formation of a Leadership Centre Professional Reference Group

Approve the development of a proof of concept

11-COP-NOV20

Expert Reference Group

11.1. The Interim Chair indicated that the Expert Reference Group had met that morning. It had come to the end of its remit as a task and finish group, having developed Terms of Reference, and a recruitment process and materials for an advisory group. Group members were to be drawn proportionally, one third from inside the College and two thirds from policing, outside the College. Its role would be to advise the Board and Executive from diverse perspectives about a range of issues, including protected characteristics and some strategic and tactical matters. It would be named the College Advisory Forum.

11.2. The Interim Chair invited the Board to delegate responsibility for further work to establish the group to the Nominations and Remuneration Committee, to ensure a proper process was followed and to feed back to the Board as appropriate.

Decision:

The Board resolved to:

Note the Expert Reference Group update

Agree to delegate to NRC responsibility for establishing the College Advisory Forum.

12-COP-NOV20

Covid-19 Contingency

12.1. Bernie O'Reilly outlined the challenges faced by colleagues since the first lockdown, and their achievements in relation to regulations, online recruitment and online exams. Opportunities had been seized, demonstrating pace, focus on delivery and cross-directorate appetite for risk. Fifty five percent of the workforce was already home-based and all worked from home throughout. There was some encouragement from Government to return to site in September but the College decided to maintain the status quo, which proved the right decision when the second lockdown was imposed.

12.2. Ryton, as the showcase training site, remained open for face-to-face training in response to service priorities which

could not be delivered online.

- 12.3. Effectiveness of working from home was and continued to be monitored. The COVID-19 response provided opportunities to develop and test the emerging operating model. There was also space to develop the international strategy due to the pause in travel. This would be brought to the January board meeting.
- 12.4. Staff welfare continued to be a priority, as much of the work at pace had been produced under significant pressure and there was a notable degree of attrition, with isolation impacting on wellbeing.
- 12.5. Contingency planning was ongoing to continue to adapt and deliver to support policing in keeping people safe. Six months of reflections would be brought to the January board meeting.
- 12.6. Board members commended the work achieved as outstanding.

Decision:

The Board resolved to:

Note the ongoing effectiveness of the College's response to COVID-19

Note the College's plans for managing the second wave

13-COP-NOV20

Initial Recruit Online Assessment evaluation

- 13.1. Jo Noakes indicated that the Online Recruit Assessment Platform had been designed at pace to maintain police recruitment during COVID-19 restrictions. The initial evaluation was intended as an interim measure to evaluate if the process was fit for purpose, with no adverse diversity outcomes, and to understand any learning for future online assessment processes. In addition, a peer review had been commissioned from the Fairway Group, diversity specialists, to focus on fair selection and inclusion.

Evaluation

- 13.2. Key findings of the evaluation included:
 - The overall success rate was slightly higher than SEARCH but not significantly different.
 - The success rate of white males and females was very similar to SEARCH.
 - There was a significantly higher success rate for black and ethnic minority candidates in all groups than with SEARCH, but still a difference in pass rate. More analysis was needed to understand why
 - An inter-(exam) rater reliability study showed more inconsistency in the competency based interview and briefing, compared to the written exercise. Assessor feedback suggested they were less confident in

assessing those two exercises and would like more training and support.

- Candidates were satisfied overall with the delivery of the assessment process but, as with SEARCH, black and minority ethnic candidates were less satisfied than white. It was significantly improved on SEARCH, but a gap remained.
- Candidates felt the exercises might not give them all the opportunity to demonstrate their full range of skills.
- Stakeholders overall recognised the process was designed and delivered at pace, and was fit for purpose for volume recruitment.
- It had provided an opportunity to modernise the selection process and there was no strong desire to return to either SEARCH or Day One.
- Early delivery issues had been responded to with updated processes and guidance.

Peer review findings

13.3. Key findings of the peer review included:

- Overall, valid selection exercises had been produced which incorporated many aspects of good practice and provided clear guidance for candidates and assessors.
- Only minor changes were recommended to some of the language, showing that the selection and assessment team had developed their learning about inclusive language in assessments.
- The candidates' system was easy to navigate.
- Further support was recommended for candidates and assessors, including a guide to competency based interviews for candidates.
- Nothing in any specific part of the process, or the process itself, was identified as having a negative impact on diversity.

Next steps

13.4. The full evaluation would be shared at the end of December, following peer review, and would include further analysis of the results data, assessor and candidate surveys and inter-(exam) rater reliability study.

13.5. The peer review sought more information and a study on performance of white and minority ethnic groups, and assessment of factors influencing attrition of black and minority ethnic candidates throughout the recruitment process, was currently being scoped. The process would include dip-sampling of candidates who withdrew or otherwise did not complete the process.

13.6. A continuous improvement action plan had been developed to implement the recommendations.

- 13.7. The online process had been confirmed until June 2021, due to current restrictions and to give certainty to forces for planning purposes. This would be reviewed in March to allow a lead-in time for any changes post-June.
- 13.8. In terms of volume, over 22k candidates were at some point in or through the process. Thirteen thousand candidates had already received results. College online recruitment processes were being used across the country and the Metropolitan Police Service (Met) had commenced the process to be the first force to deliver the process itself. The College would work closely with them and share any learning with other forces.
- 13.9. The interim evaluation and peer review provided a degree of reassurance that the process was fit for purpose. Some minor recommendations had been made but nothing significant had been found to contribute to the difference in pass rates for different groups. The team would continue to seek to understand those differences and to improve the assessment process. Given the timescales and circumstances in which the work was designed and delivered, the findings of the evaluation were a tribute to colleagues' hard work.
- 13.10. Board members highly praised the work, especially the results and speed at which they were produced. They felt strongly that, although the results were promising, the Board should not be satisfied or declare the process fit for purpose for the long-term until all disproportionality was eradicated.
- 13.11. It was asked if the peer review had looked at recruitment of assessors. Jo clarified that it was not part of the peer review but a new assessor campaign had been run at the start of the Uplift programme. The College supplied some assessors and forces others. The new assessor pool was more diverse than the previous pool, but this was still being reviewed. A further campaign may be run.
- 13.12. The Board Advisor on Diversity suggested that the diversity of the assessor pool may impact on the nature of assessor feedback. She also advised that the focus should be on successful appointments made rather than applications, on the outcomes of decisions, to understand why black and minority ethnic people who wanted to work in policing were still not represented in the talent pool, mentioning geography as a possible factor. Standardisation would help to contextualise more carefully if some of aspects of unfairness were creeping in. It was a great piece of work but the methodology needed to be strengthened, including for the peer review work, to ensure the evaluation was representative of the potential challenges.
- 13.13. Mike emphasised that the College was not satisfied with the diversity implications of the evaluation and would work with

board members to achieve a recruitment process to meet all of the objectives.

- 13.14. Jo indicated that the focus had been on assessment centres because that part of the process was owned by the College, but wider work was being done with the Uplift programme on different parts of the end-to-end process, including attraction and assessors. The College was due to start work with the Met on identifying a more radical approach to assessment centres, with the ambition of reaching a point of no disparity between groups, as traditional routes could only ever achieve marginal gains, even in light of the comparatively better outcomes found with the online process.

Decision:

The Board resolved to:

Note the initial findings of the College evaluation of the Recruit Online Assessment Process, currently being delivered as an interim response to allow police officer recruitment to continue throughout the COVID-19 pandemic.

Note the initial findings of an independent peer review of the Recruit Online Assessment Process, with a specific focus on fair selection and inclusion.

Note the decision made by the College Executive on the timeframe for continued delivery of online recruitment assessments (without any element of face-to-face delivery) - as informed by the initial findings of the evaluation and independent peer review, and current COVID restrictions.

14-COP-NOV20

People KPQs

- 14.1. Nick Bayley updated board members on what was being done in the College to drive change in diversity of the workforce and to manage talent. Diversity was improving overall but more was needed to inject pace and urgency, as indicated by the findings of the recent internal audit. Disparate elements of EDI had been brought under one senior manager lead and it was a key College priority. The Establishment Board had approved three new posts for the EDI team.
- 14.2. Talent development required more long term work, including the development of a talent pipeline, which the HR team was working on. This would incorporate succession planning and focus on developing staff with a range of tools.
- 14.3. There had been some improvements in recruitment, including implementation of the Civil Service Jobs platform. Benefits would include anonymised recruitment and richer performance data.
- 14.4. The Board Advisor on Diversity remarked that addressing the DEI context was challenging and it was important to maintain focus and identify the long-term issues. She was impressed

with how comprehensively the College was embracing the challenge. She emphasised that it was a joint effort and board members would support the Executive on its journey. The pace of achievement since she had first joined the Board was awe-inspiring and it was vital to review the achievements periodically to ensure the right focus was maintained.

Decision:

The Board resolved to:

Note and discuss the update on People KPQs, in relation to workforce diversity and associated talent management.

15-COP-NOV20

Performance and Risk Update

15.1. Nick Bayley advised that further work would be done on risk management. He summarised key areas of risk and the latest updates on internal audit and priority initiatives, including the most recent GIAA reports. The COVID-19 dashboard and progress with the Uplift Programme were noted.

Decision:

The Board resolved to:

Note the performance updates

Note the GIAA final audit report findings on the Diversity, Equality and Inclusion and College Associates audits.

16-COP-NOV20

Finance Update

16.1. The Board received an update on the College's financial position. *[As the details discussed are commercially sensitive, they have been removed from this version.]*

Decision:

The Board resolved to:

Note the summary of the College's financial position.

Part three – Conclusion of business

17-COP-NOV20

Any Other Business

17.1. Board members confirmed they had noted a number of items in the Items for Noting bundle:

- The Change Portfolio Board report
- The Senior Management Team (SMT) report
- The Audit and Risk Committee (ARC) report.

18-COP-NOV20

Review of the meeting

18.1. As it was her last meeting with the Board, the Interim Chair provided her review of the meeting. She observed that a lot of ground had been covered, and discussions has been honest and robust, typical of the board meetings during her

time as Interim Chair.

19-COP-NOV20

Closing Remarks

- 19.1. Personal tributes were paid to Mike Cunningham, Christine Elliott and Robin Wilkinson as outgoing members of the Board. *[As the details discussed are personal to individuals, they have been removed from this version.]*

Camille Giffard, Governance Manager

Signed by the Chair as a true record of the meeting

Christine Elliott

Date: xx January 2021