

**Minutes of the meeting of the
Board of Directors of the College of Policing
held by Skype
on 30 September 2020**

Present

**Attendance
2020/21**

Christine Elliott	Interim Chair	4/4
David Bamber		4/4
Mike Cunningham		4/4
Paul Griffiths		4/4
Ian Hopkins		4/4
Clare Minchington		4/4
Stephen Mold		4/4
Dr Robina Shah		3/3
Jackie Smith		4/4
Ian Wylie		4/4

Apologies

Robin Wilkinson		3/4
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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

Kate Fromant	Head of Corporate Governance
Camille Giffard	Governance Manager

Other invitees in attendance

Christy Hopkins (Item 6)	Deloitte
Andy Willmer (Item 6)	Deloitte

Observers

Mary Calam	Mary Calam Consulting Ltd
Anne Owen	Anne Owen Leadership Coaching

Part one – Preliminary items

01-COP2-SEP20 **Welcome and administration**

- 1.1. The Chair welcomed everyone to the meeting, in particular Anne Owen and Mary Calam, who were observing as part of a board effectiveness review. The Chair noted that the meeting had been duly convened and a quorum was present.
- 1.2. Apologies for absence were received from Robin Wilkinson. Dr Robina Shah would join for part of the meeting.
- 1.3. No declarations of interest were noted.
- 1.4. No items were raised for discussion under Any Other Business.
- 1.5. The Chair remarked that a successful Board and Executive development session had been held that morning, which she hoped would set the tone for the afternoon.
- 1.6. Stephen Mold gave an overview of an impromptu visit to Northamptonshire by the Prime Minister (PM). *[As some of the details discussed are sensitive, they have been removed from this version.]*
- 1.7. The issue of retention was raised. This appeared varied, with some forces reporting a slow-down in officers leaving and others not. Some officers wanted to remain to support the Covid-19 response, others were reflecting on the unpredictability of life and taking retirement. This was being monitored.

02-COP2-SEP20 **Minutes of the meetings on 8 July 2020**

- 2.1. No comments were received or raised in the meeting. The two sets of draft minutes were considered and accepted as a true and accurate record of the discussions that took place on 8 July 2020.

Decision: The Board resolved to:

Approve both sets of minutes of the meetings on 8 July 2020.

03-COP2-SEP20 **Matters arising and actions from the meeting on 8 July 2020**

- 3.1. As a significant number of actions had accumulated from the various meetings throughout the summer, Mike Cunningham took responsibility for going through the actions outside the meeting. Specific actions were to be more clearly identified.

ACTION:

Review actions outside the meeting.

Decision: The Board resolved to:

Note the new 'action points' template and legacy rolling action log.

04-COP2-SEP20 **Report from the Interim Chair**

- 4.1. The Interim Chair's report was noted without comment.

Decision: The Board resolved to:

Note the Interim Chair's update.

05-COP2-SEP20

Chief Executive's Report

- 5.1. Mike Cunningham reported that the College had provided its first online national exam, the National Investigators' Examination, to 1400 candidates on 8 September. The results had been issued the previous week. It had been a great success and credit was due to all involved. The next exams would be the inspectors' on 13 October and sergeants' in November. The latter would be a real test of the process due to the volume of candidates involved.
- 5.2. Online assessment for recruits was continuing and subject to ongoing review. The service was unlikely to return to exclusively face-to-face assessments as there was much greater flexibility online, though online assessments may be supplemented with face-to-face elements.
- 5.3. The College was working with the NPCC to consider possible governance for a national police covenant, as announced by the Home Secretary. There was a commitment to take steps to enhance officer wellbeing and recognise their selflessness. Experience with the military covenant was that it struggled without proper governance. The respective roles of the College and NPCC were under discussion.
- 5.4. Mike was, with Martin Hewitt, jointly chairing the national police response to the diversity challenges raised for policing by the killing of George Floyd and subsequent demonstrations. Recommendations had been sought from an independent consultancy in relation to obtaining independent scrutiny and oversight of the work. A team of secondees was being convened from around the country.
- 5.5. An update was requested on Covid-19 national lessons learned, in relation to discussions with Martin Hewitt and information from Operation Talla on recovery and reform. Mike confirmed that lessons learned were being collated for the College, but also more widely for the service.
- 5.6. Board members observed that a lot was going on in the background in relation to diversity and inclusion, but it would be advisable for the College and NPCC to communicate with the wider police family about the ongoing work, so as not to lose momentum with them.
- 5.7. The Chair noted that it was National Inclusion Week and shortly to be Black History Month.
- 5.8. Mike advised that the Home Office Windrush team had been invited to give an open presentation on the Lessons Learned from Windrush to College colleagues during Black History Month. Board members expressed great interest in attending this.
- 5.9. It was remarked that lessons learned as early as 2017 were

still being put forward today, but insufficient resources had been provided to implement them effectively. It was also being recognised that this was a difficult change to make and required strong leadership. The Chair observed that continued lack of action would create a fundamental disconnect between policing and the rest of society.

- 5.10. It was also asked if an action plan had been developed in response to the 2019 NPCC report on Disproportionality in Police Complaint & Misconduct Cases for Black, Asian and Minority Ethnic Police Officers & Staff. Mike advised that there was and this could be discussed further outside the meeting.

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

Part two – Items for decision or discussion

06-COP2-SEP20 Transforming our College Update

- 6.1. The Chair introduced the session as an opportunity to meet the delivery partner's team for the coming six months. They and the Executive would update on what had already been done, what would happen next and what would change for the College.
- 6.2. Bernie O' Reilly introduced Christy Hopkins and Andy Willmer (Deloitte) and recapped on progress thus far. The change programme had been initiated 18 months previously, with its main driver being to connect better with policing. Plan on a Page was a starting point which needed developing into a broader strategy and approach. KPMG had been brought in to provide a high level operating design and had produced a good but complex capability model in October 2019. They identified weaknesses, including:
- insufficient understanding of total demand, operating model, skills, capabilities and experience
 - no strategic priorities
 - significant duplication
 - high-priority work being resourced to a low level.
- 6.3. KPMG had also identified potential next steps for the detailed design. Oliver Cattermole and his team had worked to reduce to a minimum the contribution required from a delivery partner. This informed an invitation to tender, the quality of which was highly praised by Crown Commercial Services and attracted strong competition.
- 6.4. The College had demonstrated excellent behaviours since the start of the pandemic, which had been well received by the service. The task was now to ensure the high level infrastructure, business processes, prioritisation, scoping and

resourcing embedded those ways of working long term, beyond the crisis.

- 6.5. Oliver updated the Board on progress since March 2020, highlighting progress against all work streams, impact of Covid-19 and the tender process.

Progress against work streams

- 6.6. A digital brief had been circulated to Board members, with video from each project lead to highlight key achievements in the previous six months. It emphasised co-operative working across the College to achieve a successful transition from conceptual design to establishing a programme structure to enable implementation with the delivery partner.
- 6.7. **Defining the core offer:** A catalogue of products and services had been developed, matched with the required resources. Work could be classified as fixed or flexible, with an agreed definition to provide transparency over what would be delivered and prioritised. Informed choices could be made on capacity to take on flexible work.
- 6.8. **Design of a strategic planning approach for setting priorities:** The approach was piloted on the three current priorities and was being built into routine work, based on behavioural change science.
- 6.9. **New portfolio management approach:** This approach would pull all College work into a clear structure against its strategic priorities.
- 6.10. **Capability:** Capability and maturity assessments of all existing projects and programme management had been conducted. Standards had been agreed and recommendations set to match an ambitious 18 – 24 month improvement plan. A capability design methodology had been developed, working with a specialist consultancy, which was being piloted in the design of College communication capability. Capability leads had been appointed from within the College.
- 6.11. **Core values and behaviours:** These had been developed and would be a key cultural component of change. Work had been done with diversity networks to reflect their views.
- 6.12. **New brand:** This had been successfully launched to a positive reception from board members, staff, the wider Home Office and the Home Secretary.
- 6.13. **Underpinning:** New governance arrangements were in place, including the Change Portfolio Board. This would grow in importance to bring all change initiatives together in one place to ensure coherent and coordinated management, e.g., coordinating Transforming our College and digital initiatives such as Metis and M365. Programme benefits to be

delivered would be set out in more detail, tracked by individual work streams and with benefits owners.

Robina Shah joined the meeting

- 6.14. **Communications:** New approaches to communication had been developed, including e-newsletters, managers' briefings, anonymous questions portal, coffee mornings with executive members and an Employee Forum.

Impact of Covid-19

- 6.15. The Transforming our College team had been mainly able to absorb the impact. It had initially slowed down as resources were diverted, which had necessitated a rethink on how to progress the programme without in-person meetings. Overall delivery had not been held up due to a strong collaborative approach across the College. There was evidence that the College was developing an internal change capability and taking ownership of the new model.

Tender process

- 6.16. Included in the statement of requirements was a review and assurance piece in the first 3 weeks to confirm a structure, ways of working and robust programme plan. Opportunities had been identified to develop the programme for the next stage.
- 6.17. The Deloitte representatives referred Board members to the slides circulated to signpost Deloitte's initial findings, explaining the phases of their involvement, their areas of focus, and their approach and working methods. They thanked the programme team for the great level of support being provided, noting that the College team had significantly developed the KPMG model.
- 6.18. They concluded by setting out the areas they would assist with, noting that the delivery plan and timeline would be finalised as part of the initial report. *[As some of the details discussed are commercially sensitive, they have been removed from this version.]*
- 6.19. Board members raised the following queries and comments:
- The focus on people was encouraging, but how would the assessment of relevant skills relate to improvement and wider costings?
Christy advised that understanding skills was a key focus, to assess whether the skills requirements for the model could be resourced from within the organisation or would need to be supplemented. Bernie added that the scale of any restructure would be determined solely by the benefits to the College.

Jackie Smith left the meeting.

- What financial impact would the change in Target Operating Model and organisational structure have longer term? Would it build in more costs, reduce costs or remain cost-neutral?

Bernie anticipated that it would be the latter, as any cost reductions would be reinvested into the additional skills required. The core offer (fixed activities) had been identified, and occupied two thirds of College resources. Money could potentially be taken out of some areas to reinvest in others. The Establishment and Change Portfolio boards could assist with this, but revenue savings had not been a specific part of the business case, which focused on the need for connection. Mike added that it could be assumed there would be no additional funds, which would need to be borne in mind when reframing the delivery plan.

- There was more clarity on strategy, with the Plan on a Page, the College Business Plan 2020/21 and the three strategic priorities. Was there activity to pull these into a 3-5 year strategy document?
Rachel Tuffin was leading on a piece of work which would be shared with the Board in due course.
- Connection and inclusion were a big part of the programme and it would be important not to disenfranchise internal staff who had driven and communicated it thus far now that the delivery partner was in place. Mike assured that it was impossible to over-communicate in times of change and that the communication would continue.

6.20. Mike thanked Deloitte, remarking that it was great to be moving into the delivery phase. He considered it conceivable there would be capability gaps which would need to be worked through. Deloitte were also working on the digital programme for the College and there would be cross-over between the two pieces of work which would need to be co-ordinated.

6.28. The Chair encouraged the executive team to advise board members if there was anything they could help with in the next three months.

Decision: The Board resolved to:

Note progress made in the last six months against the update provided at March Board.

Discuss the initial assessment and work to date from the external delivery partner and the revised implementation plan.

07-COP2-SEP20

Governance Update

7.1. Kate Fromant advised that the majority of the report was for noting, but that one approval was being sought, having been recommended by the Nominations and Remuneration

Committee to the Board. This was that Maggie McGhee's term as co-optee to the Audit and Risk Committee be renewed and extended for 2 years.

- 7.2. The Chair of ARC clarified that one year terms had been granted in the past, but this should be amended to the same term as for Board members. Maggie's initial term should therefore be renewed for 2 years, with the possibility of a further 3 year extension subsequently. This was supported by Stephen Mold as seconder.
- 7.3. Kate advised that she had received more than a dozen enquiries regarding the Independent Ethics Panel and there had been several contacts regarding the police staff board seat.

Decision: The Board resolved to:

Approve the reappointment of Maggie McGhee as lay member of the Audit and Risk Committee

Note that updated Terms of Appointment would be issued to re-appointed Board members for a period of three years

Note the approval of the governance framework by the Audit and Risk Committee

08-COP2-SEP20

Covid-19 Second Wave Update

- 8.1. Bernie O'Reilly updated the Board on the College response to Covid-19, recovery and learning, and planning for a second wave.
- 8.2. Bernie reviewed the previous seven months, outlining achievements including online exams and some 90 briefings. College secondees had been provided to Operation Talla (the NPCC coordinating team for the policing response). College staff - normally dispersed across four sites - had worked from home throughout (45% of staff doing so normally). Some face-to-face training, such as firearms, public order and undercover policing, had been deemed operationally imperative and Harperley Hall and Ryton had been made available, taking precedence over College staff return to site. Working from home had been reviewed in September, but the situation was considered too uncertain to change, as was subsequently confirmed by government advice.
- 8.3. Recovery activity was being run in a number of strands, each with an objective to identify any relevant lessons. These included:
- The need for more investment in digital to enable meetings, conferences and learning.
 - Behaviours which had emerged, such as greater appetite for risk, working at pace, dynamism, laser-like focus on delivery.
 - Some staff were keen to return to site, with isolation an issue, others were very concerned and wellbeing was an

absolute priority. They were losing confidence in the decisions being taken at a national level and turning to their employer for clarity and judgement. This would feed into the requirement to review the estate strategy.

- There was Covid-19 fatigue. The great work achieved came at a cost. Expectations had been well managed, like the cancellation of exams and PNAC, as subsequent events vindicated the decisions.
- A number of people surveys had been conducted, showing that colleagues felt proud, valued and engaged. Eighty percent felt the organisation had responded well but wanted more communications and visible leadership. There were stresses associated with working from home and there were common feelings of guilt, isolation and anxiety. A 10,000 Volts debriefing exercise had been conducted, involving 130 colleagues, and the detailed feedback was awaited.
- Income had been affected and Nick Bailey and colleagues were working on a wider markets strategy for alternative income streams.
- Training delivery would adopt a more blended approach combining digital and face-to-face, accelerating some decisions around digital and M365, with investment an imperative.
- Directors were modelling positive behaviours around booking leave, flexible working, and wellbeing.

8.4. Planning was ongoing, with contingency and scenario planning, and testing in light of re-opening sites, geographical lockdowns and public confusion. The College was also still contributing to Operation Talla and working on the operating model. In spite of this, Bernie remained confident it was the right time to bring in the delivery partner.

8.5. It was noted that the update would evolve into a contingency plan for a Covid-19 second wave and that this should be brought back to the Board. The impact on physical and mental health, as well as on income, should not be underestimated. The transformation work was very relevant as it gave insight into how people worked in a rapidly changing environment.

8.6. The Chair emphasised that board members were not taking the College's achievements for granted and that its work in the current context was exceptional. She requested that the contingency plan be brought back in an appropriate format at the most relevant time.

ACTION:

Bring back the contingency plan to the Board in an appropriate format at the most relevant time.

Decision: The Board resolved to:
Note the Covid-19 second wave update.

09-COP2-SEP20

People and OD response to Board information requests

- 9.1. Nick Bayley explained that this report collated responses to three Board information requests in relation to staff diversity and wellbeing during the Covid-19 pandemic.
- 9.2. **Diversity of staff employed and in leadership roles, with specific reference to ethnic minorities:** 11% of staff self-identified as of Black and Asian ethnicity. None of these were in senior manager roles. As a national benchmark, 12% of civil servants identified as from those backgrounds, which was below the 14% in the UK population. This was about more than chasing statistics, however, and was being addressed as part of the diversity and inclusion project. One of the work streams was working towards better representation across the workforce, especially at senior levels, and introducing coaching and mentoring with a focus on minority ethnic staff. There would be a pool of trained panel members and chairs, and visible difference on College sift and interview panels would be mandated once training had been rolled out. Visible difference was already happening for senior roles and panels. Human Resources was developing attraction methods as part of the recruitment strategy.
- 9.3. **Staff wellbeing:** Three staff self-assessments were issued during the lockdown period, one at the beginning and at the end, and one specifically to managers with a focus on communications. Results showed a strong sense of manager and peer-to-peer support. Working flexibly was encouraged, and senior leaders received good feedback, especially regarding the 'Do what you can' message. This was of particular importance to help those with children and other caring responsibilities better balance their competing responsibilities. Specific data had not been collected in relation to part time staff but it was possible to say that there had been a general impact on the time available for staff to work. The responses from those with caring commitments were similar in both self-assessments, suggesting their responsibilities had remained the same.
- 9.4. Board members were content with the information provided.

Decision: The Board resolved to:
Note the People and OD response to Board information requests.

10-COP2-SEP20

Performance, Finance and Risk

- 10.1. Nick Bayley advised the Board that responsibility for performance, planning and risk had transferred to Business Services. He then provided board members with a detailed update.
- 10.2. **Covid-19 dashboard:** This was maintained monthly and

circulated to the executive team. Data at 31 August was presented. Average sick days were lower than the previous reported period. 82 staff had declared as vulnerable or having a vulnerable family member. No staff were currently on Covid-19 related sick leave. Two secondees remained recalled to force. The financial impact showed increased costs, loss of income and savings in some areas, with additional spend on making the College a safer place to work, with enhanced cleaning regimes, signage, and personal protective equipment.

10.3. **Major projects and programmes:**

- **The 20k Uplift:** 39 Home Office forces were now on board. Over 18k candidates had been invited to take the assessment. Force run online assessments were planned from the following month using the College's candidate management system, AIMS. Formal evaluation of online assessment centres was underway and due to be completed, with a focus on reducing adverse impact factors within selection processes and developing focused guidance and virtual workshops for forces.
- **Estates:** Planning had been submitted for the dojo and swimming pool conversion at Ryton and the design work was being completed. The impact of the online assessment model had been taken into account in the design.
- **Learning and development, and professional support for tutor constables and sergeants:** This was being delivered through the development of a range of accessible tools under a detailed Uplift Programme business case with funding secured. A third business case for the development of leadership expectations was also being approved through the Uplift programme.

10.4. **Strategic risks:** These had increased by one to ten in total. The additional risk related to CEO and Chair succession. Seven of the risks were red, with an increase of one due to the new risk.

10.5. **Internal audit actions:** There were 21 open actions, a decrease of one. Six were new actions from the Business Services audit, with seven actions having been closed. Three actions were red, an increase of one, and four were amber, a decrease of three. Audit action completion dates had been reviewed, with proposed extensions to completion dates for five actions, two from the communications audit and three from the business development audit. This was mainly due to the impact of Covid-19 on workloads and a change in management of business development. Seven actions had been completed since the last Board meeting. The business administration services audit had been given a moderate

opinion, with some improvements required, and an action plan was in place. An internal audit on diversity and inclusion was nearing conclusion and an audit on associates would commence the following month.

- 10.6. **Government Functional Standards:** Three new standards had been issued, on management of debt, physical and online security, and digital and data technology. Initial assessments had been done and improvements would be made
- 10.7. **Assurance:** Reviews had been completed on delegations and pension administration, with those on the barred and advisory list and standards currently in progress.
- 10.8. **Priority initiatives:** There was one red rated project regarding the move to Spring Gardens
- 10.9. **Finance:** Positive assurances had been received from the Home Office that they would cover the in-year deficit to date. A cautious approach would be required for the rest of the year due to the potential impact of any further restrictions. Expected income from online assessments was now included in the forecast.
- 10.10. The Audit and Risk Committee (ARC) Chair indicated that, having examined the audit and risk information in detail at their meeting, the committee was satisfied with what had been completed in respect of the audit actions. She reassured the Board that although the opinion given for the business administration audit was moderate, it had in fact been borderline substantial and was a generally positive report. She also updated board members on work being done with Dominic Finigan to enable finance reporting by directorate to understand where significant spends resided.
- 10.11. It was noted that a number of recommendations in the business audit administration report related to technology systems. It was queried whether the Board had sufficient oversight of digital initiatives like the move to Metis, bearing in mind that the digital priority encompassed a range of initiatives.
- 10.12. Nick advised that those projects were subject to internal governance and would be raised at committees and the Board as appropriate. As principal Accounting Officer, Mike would bring this to the Board where significant investment was involved.
- 10.13. Mike indicated that a strategy discussion in relation to digital would be beneficial prior to the decision-making stage, once the Deloitte digital work had reported.
- 10.14. Board members observed that that this carried significant inherent risk at a difficult time, for example with the move to Metis and the potential for getting someone's payroll wrong. The ARC Chair agreed that there was a specific cluster of

risks around digital, but advised that board oversight and the assurance framework had been tightened up as a result of:

- the governance framework developed by Kate Fromant
- the gateway review process for major projects introduced by Dominic Finigan.
- the Change Portfolio Board
- the recently agreed process for delegations around large spends.

[Any commercially sensitive details have been removed from this version]

ACTION:

A Strategy Discussion Session to be held in relation to digital, following reporting from the Deloitte digital work.

Decision:

The Board resolved to:

Note the performance, finance and risk update.

Part three – Conclusion of business

11-COP2-SEP20 **Any Other Business**

- 11.1. Board members confirmed they had noted a number of items in the information for noting bundle:
 - The Change Portfolio Board report
 - The Nominations and Remuneration Committee (NRC) report
 - The Audit and Risk Committee (ARC) report.
- 11.2. The Chair of NRC added that the audit of Board and Executive skills had a good completion rate and had been carefully considered. It would be brought back to the Board after further review and possible follow-up work.
- 11.3. The Chair of ARC advised that the work on the governance framework had been examined in detail and she thanked Kate Fromant for her work on this.
- 11.4. The College Chair updated board members on CEO and Chair recruitment. She indicated that the CEO recruitment was being followed up with the Home Office and was (we were told by the Home Office) due to go live imminently. Interviews had taken place in relation to Chair recruitment.
- 11.5. The Chair thanked board members for their support in recent months.

12-COP2-SEP20 **Review of the meeting**

- 12.1. Meeting feedback included that:

- the morning development session had been very useful and would encourage cohesion and ongoing strategic discussions in a trusting and safe environment.
 - the remote meetings were difficult to chair but the business was still getting done.
 - the discussions had been supportive, acknowledging the achievements and pressures under Covid-19, as well as the complexity of the change programme.
- 12.3. The Chair emphasised that the executive team should feel able to approach board members directly if they needed any support in coming months.
- 12.4. The meeting observers, Mary Calam and Anne Owen, provided their feedback on the development session and board meeting. They commented that it had been helpful to observe the meeting to inform the board effectiveness review being conducted. It had been encouraging to hear the supportive and collaborative tone. Executive and non-executive directors should commit to supporting each other, finding ways to connect overarching strategy and governance, and helping each other to solve tangible problems. The challenge was to keep making connections between the Plan on a Page, the themes, and diversity. It was good to see goodwill and spirit in the team, and what felt like a warm and supportive climate.

Camille Giffard, Governance Manager

Signed by the Chair as a true record of the meeting

Christine Elliott

Date: 18 November 2020