



College of  
Policing

**Title:** College Board meeting  
**Date:** 8 July 2020  
**Time:** 15:00 – 17:00  
**Venue:** Teleconference

<b>Board members</b>	
Christine Elliott	Interim Chair
David Bamber	Police Federation of England and Wales
Mike Cunningham	CEO & Chair Professional Committee
Paul Griffiths	Police Superintendents' Association
Ian Hopkins	National Police Chiefs' Council (NPCC)
Clare Minchington	Chair Audit & Risk Committee & Independent Director
Stephen Mold	Association of Police & Crime Commissioners (APCC)
Dr Robina Shah	Board Advisor - Diversity, Equality and Inclusion
Jackie Smith	Independent Director
Robin Wilkinson	Chair Members' Committee & Police Staff Association
Ian Wylie	Interim Chair Nominations and Remuneration Committee & Independent Director

<b>Executive in attendance</b>	
Nick Bayley	Director of Enabling Services
Jo Noakes	Director of Workforce Development
Rachel Tuffin	Director of Knowledge and Innovation

<b>Staff members in attendance</b>	
Isla Campbell	Staff Officer to CEO
Oliver Cattermole	Chief of Staff
Kate Fromant	Head of Corporate Governance
Camille Giffard	Governance Manager
Matt Peck (Item 11)	Head of Corporate Communications

## **PART ONE – PRELIMINARY ITEMS**

### **1. Welcome and administration**

- 1.1. The Chair welcomed everyone to the meeting. She noted that the meeting had been duly convened and a quorum was in attendance. As the meeting was being run via Skype, participants consented to the discussions being recorded for minuting purposes. The recording would be disposed of once the draft minutes were complete.
- 1.2. Apologies for absence were received from Bernie O'Reilly.
- 1.3. Declarations of interest were noted regarding item 6, Governance Updates. David Bamber, Ian Hopkins and Stephen Mold had interests in relation to Board reappointments and Dr Robina Shah in relation to co-optee payments.
- 1.4. No items were raised for discussion under Any Other Business.

### **2. Minutes of the meeting on 13 May 2020**

- 2.1. The draft minutes were considered and accepted as a true and accurate record of the discussions that took place on 13 May 2020.

#### Decision

The Board resolved to:

- (i) **Approve** the minutes of the meeting held on 13 May 2020.

### **3. Matters arising and actions from the meeting on 13 May 2020**

- 3.1. In relation to action 7/2020 on developing an approach to capturing learning from Covid-19, an update paper would be considered at item 9 on the agenda and the formal feedback on the action would be completed in the autumn.
- 3.2. There were no further comments and all actions listed as 'suggested complete' could be closed.

#### Action

Actions marked as suggested complete to be closed. **Camille Giffard**

#### Decision

The Board resolved to:

- (i) **Note** progress made with the actions agreed at the previous meetings
- (ii) **Agree** to close all actions recorded on the rolling actions list as suggested complete.

### **4. Report from the Interim Chair**

- 4.1. A report on the Chair's activities and intended action had been included with the Board papers to give members the opportunity to prepare questions and suggestions. Board members were content with the report and had no questions.

#### Decision

The Board resolved to:

- (i) **Note** the Chair's update.

## 5. Chief Executive's Report

- 5.1. Mike Cunningham reported that he had been dealing with the Covid-19 response and was proud of the College's contribution during the emergency: producing guidance at short notice to provide clarity for the service and the public, and online recruitment to support police forces to meet their Uplift targets. The diversity discussion had taken on greater significance across policing and the leadership work continued apace.
- 5.2. Board members were highly complimentary of the guidance produced with skill and speed, providing clarity around legislation received late in the day and mere hours before it became law.
- 5.3. Mike advised that he and Robin Wilkinson had met with members of the Members' Committee to thank them for their work and support for the committee. The College was transitioning away from membership to an offer of services for everybody. Chief's commendations had been awarded to the members who had particularly engaged with, supported and challenged the College, to acknowledge their contribution.
- 5.4. The Chair asked for it to be noted that Mike's official service of notice had been received with great regret, but it would be business as usual for the remaining period.

### Decision

The Board resolved to:

- (ii) **Note** the Chief Executive's update.

## PART TWO – ITEMS FOR APPROVAL

### 6. Governance Update

- 6.1. Kate Fromant presented a series of items, most of which had been referred from the Nominations and Remuneration Committee (NRC).

#### **Written Resolution – the Police ICT Company**

- 6.2. Paragraph 4 asked for it to be noted that a written resolution had been approved for the College to join the membership framework of the Police ICT Company. It was confirmed that 67% of the Board had approved the resolution and there had been no opposition.

#### **Board Effectiveness Evaluation**

- 6.3. The Chair had conducted appraisals of all board members and a report had been presented to NRC, which it requested be distributed to the Board for noting. Board members were asked to note and discuss potential development opportunities and approve a standing agenda item to update the Board on development opportunities undertaken.
- 6.4. The interim Chair of NRC added that, while the development work completed was a good start, there should be more opportunity to share experiences now the Board was more settled, for example by pairing up independent board members with nominated board members. The breadth and depth of skills across the Board provided opportunities for buddying and shadowing, for example police members shadowing those in health settings.

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- 6.5. Board members discussed whether development should be a standing item at every meeting and agreed that it should be a regular item, at least once a year, but not at every meeting.
- 6.6. Board members were to notify the Head of Governance of individual development activities for record keeping purposes. They noted that the College's need to develop its people from top to bottom applied equally to board members.
- 6.7. A questionnaire would be issued to board members and executive directors to self-assess their skills.
- 6.8. She also informed board members that September ARC and board meetings would be observed externally as part of the Board effectiveness review.

### **Board and Committee Membership**

- 6.9. NRC had reviewed the person and job specifications to recruit Robin Wilkinson's successor.
- 6.10. Board approval was being sought for the reappointment of Ian Hopkins, Dave Bamber and Stephen Mold, all of whom had declared an interest in the item. Board members strongly agreed to recommend reappointment.
- 6.11. Board approval was also being sought for the appointment of a co-opted academic to the Professional Committee (PC). The Chairs of the Board and NRC had observed the last PC meeting and felt that Dr Emma Williams had the appropriate skills and experience to appoint as a co-optee to the academic position. Membership of the PC would be considered at its next meeting alongside the terms of reference being considered for approval.

### **Independent Ethics Panel**

- 6.12. The job description and person specification for the panel chair and members had been approved, subject to a further review for unconscious bias and indirect discrimination. Appropriate approach and advertising channels were being finalised. The chair and panel members would be recruited simultaneously to ensure good balance across the panel. A work plan and duration of appointment were still under discussion, but it had been agreed to pay panel members at the NED rates, to ensure applicants were not deterred from applying by the absence of remuneration.

### **Payment to Board and Committee Co-Optees**

- 6.13. The Board was asked to approve remuneration of £250 per day for a specified number of days per year depending on the role, noting that a member of ARC or another committee may not need the 24 days allocated to Board members. The Chair of the Independent Ethics Panel should receive £300, in line with other committee chairs. Once the panel was established, a further review of all payments to Board and committee members should be undertaken.
- 6.14. The interim Chair of NRC emphasised the need to recruit from underrepresented groups, particularly in light of the disproportionate issues affecting some sectors of society when considering ethical matters. He noted that the issue of remuneration may be of importance to those from underrepresented groups which the Board was hoping to attract. Board members agreed the recommendations.

### **People and OD Update**

- 6.15. This information had been provided for noting at the request of NRC as a step change in reporting on College people and practices. The much clearer and

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higher-quality update paper was important for monitoring developments across the College.

### Action

To notify the Governance Team of individual development activities completed.

### Decision

The Board resolved to:

### Written Resolution

- (i) **Note** the approval by Written Resolution that the College of Policing join the Membership Framework of the Police ICT Company, subject to the provisos detailed at paragraph 4.1

### Board Member Appraisal

- (ii) **Note and discuss** potential development opportunities.
- (iii) **Approve** a standing agenda item to update the Board on development activities undertaken.

### Board and Executive Skills Self-Assessment

- (iv) **Note** the request to complete the Skills Self-Assessment which will be emailed separately to Members.

### External Board Effectiveness Evaluation

- (v) **Note** that the September Audit and Risk Committee and Board meetings will be observed by external facilitators.

### Board and Committee Membership

- (vi) **Note** the process for the appointment of a Board member to the representative seat for Police Staff.
- (vii) **Approve** the re-appointment of the Board members noted in paragraph 6.3.1., subject to the Home Secretary's ratification.
- (viii) **Approve** the co-option of Dr Emma Williams to Professional Committee.

### Independent Ethics Panel (IEP)

- (ix) **Note** progress with the establishment of the IEP and recruitment of the Chair and Panel Members.

### Payment to Board and Committee Co-Optees

- (x) **Approve** co-optee remuneration of £250 per day for a specified number of days per year depending on the role.
- (xi) **Approve** co-optee remuneration of £300 per day for the Chair of the Independent Ethics Panel for a specified number of days per year.
- (xii) **Approve** a further review of payments to Board and Committee members following the establishment of the IEP.

### People and OD Update

- (xiii) **Note** the People and OD Update.

## 7. College of Policing Leadership Ambition

- 7.1. Mike Cunningham confirmed that it was proposed to establish a national leadership centre to offer a coherent and consistent approach to leadership development at all levels in policing. It would also facilitate a commitment to CPD in policing which did not currently exist. The ambition would be to develop an internationally recognised flagship leadership centre, housing cutting edge thinking. He did not envisage the College itself delivering courses, but developing an approach to leadership development through the centre, providing access to development opportunities from initial appointment to the most senior positions for officers and staff. It would also offer an opportunity to address the issue of diversity in leadership at all levels.
- 7.2. Mike confirmed that additional funding would be required to achieve the ambition, which was due to be discussed with the Home Secretary. Regardless of funding, leadership development needed to change. A framework stipulating mandatory training at different levels would be required, similar to SCC. Informal soundings from across policing (PoIFed, PSA, NPCC) indicated the proposal would be well received.
- 7.3. Mike commented that extensive consultation would be required, including significant external input. He advised that the project would be initiated and built organically to maintain urgency, rather than launching a finished product at a much later stage. It would be complimentary to and work alongside other leadership development provision across the public, private and academic sectors. It would represent a huge achievement for policing in terms of progress towards the adoption of CPD.
- 7.4. Board members were fully supportive of the proposal, seeing it as a natural fit for the College, and raising a number of points for consideration:
  - The word “senior” should be avoided, to emphasise its relevance at every level.
  - It would be important to maintain pace in developing the centre.
  - It should be presented as a College offering, rather than a separate entity.
  - It fit well with the PEQF vision of ongoing development throughout the organisation. It should be built from the ground up and include College initiatives around tutors and supervisors.
  - Accreditation of delivery may help with implementation and be a selling point for other groups beyond policing. Mike confirmed that accreditation would be considered and lessons learned from PEQF implementation would be taken into account.
  - With the increase in specialisms, police staff leaders would need as much development as police officer leaders, and the inclusion of police staff in the leadership centre was welcome.
  - Linking with other organisations would be key. Partnership opportunities could open up markets and Mike confirmed these would be explored.
  - Michael Gove’s Ditchley lecture the previous week on professional development and education of the Civil Service accorded with the College’s suggested approach, calling for fundamental public sector leadership reform beyond the typical business school to the special ethos of the public sector.
  - The College’s move away from a membership organisation to the “Your College” campaign provided inclusiveness for all in policing. The leadership

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centre would establish opportunity for the many, not the few, building on the leadership of junior officers in response roles, for example.

- Deloitte's contribution to developing the proposal was praised and it was queried if that relationship would continue. Mike advised that Deloitte's work had so far been pro bono and a business case would be needed if so. Positive conversations had been held with the Home Office regarding funding prior to COVID-19, but the current situation was unknown.
- It was suggested that development funding bids in the technology sector be emulated, making it easy for a pilot/proof of concept to be approved. If funding for a pilot could be achieved which included building an economic case, second stage funding and partnerships could be sought.
- In relation to paragraph 4.6 on Diversity and Inclusion, it was queried what "cultural differences" meant in the policing context. Understanding the cultural differences in the police workforce would inform better understanding of individual officers or staff members. Care was needed regarding the language used in the paper and it was emphasised that multiculturalism reinforced stereotyping, generalisations, and differences rather than addressing them. The Board Advisor on Diversity, Equality and Inclusion agreed to review the language used.
- It was suggested that the College consider partnering with the NHS Leadership Academy. Mike commented that there was no sustainable community intervention delivered by a single agency. Officers and staff at all levels were familiar with working alongside others to solve problems and needed to be developed to function effectively in that environment. The centre would need to be progressive, connected to the best policing had to offer and work with others in the public, private and voluntary sectors.
- It was suggested the leadership centre be available for the totality of policing from all levels, including PCC staff. Opportunities existed for partnerships across the wider public sector, including secondments in other departments, which would allow leaders to learn from one another and from other sectors.
- Board members agreed this should not be a slow process building up to a major launch. The initial delivery should have impact and achieve positive feedback.

- 7.5. The Chair confirmed there was unanimous approval to proceed and highlighted the excellent work undertaken by Deloitte's.

### Action

Leadership Centre business case to be presented to the Board.

### Decision

The Board resolved to:

- (i) **Note and discuss** the ambitions set out in section 4.7.
- (ii) **Agree** the general principle of the College hosting a new leadership centre.

## **PART FOUR – ITEMS FOR DISCUSSION**

### **8. Operation Uplift Update**

- 8.1. Jo Noakes advised that although the Uplift programme had been impacted by Covid-19, the biggest headline was that the programme was on target. Officer numbers had increased by 3,005 in the first six months and the programme was

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still on target for an additional six thousand by March 2021. This was due to moving the recruitment assessment centres online in six weeks. Twenty nine forces were live as of the previous week, with eight thousand candidates at some point in the process and almost four thousand complete. This was significant new work for the College as it did not normally manage national recruitment, but had wanted to avoid delays for forces. Forces would now be supported to run assessments and implementation themselves if desired.

- 8.2. The College had worked with stakeholder groups and staff associations to ensure the process was fair, impartial and inclusive, being careful to maintain standards and review impact on different groups, especially those who are currently underrepresented. The adverse impact ratios had improved with both SEARCH and Day One. The industry standard for adverse impact was no significant impact above 80% and the College was currently at 83.3% for ethnic minorities and 105% for women. Work streams for the programme had changed to make diversity a standalone work stream rather than being embedded throughout. The College lead for DEI was also the Uplift lead for this aspect and considering a range of work, the foundations for which were better data collection and analysis.
- 8.3. An evaluation plan was in place, with a predictive validity evaluation of Day One being conducted to enable comparison of the Day One and online processes to decide what future recruitment should look like. The online process would continue until at least December or for the period of the pandemic. Other aspects which had been implemented to support the uplift included pre-employment guidance, biometrics and occupational health, and development of a revised curriculum for emergency deployment of student officers. This had been used in small numbers, primarily to change the delivery sequencing of initial recruitment training.
- 8.4. A new learning curriculum had recently been launched for Special Constables which was aligned to the new entry routes and would allow specials to undertake recognition of prior learning to become operational more quickly. A potential entry route was also being developed for specials who had already demonstrated competence, which might avoid the need for an assessment centre.
- 8.5. A widening access programme was being developed with the higher education sector, following feedback from people without the required educational qualifications or who wanted a taster of working in policing.
- 8.6. The College was developing an online solution to deliver the planned inspectors' and investigators' exams in the autumn and a revised date for the postponed March sergeants' exams before the end of the year.
- 8.7. In terms of finance, as additional work was taken on, additional bids could be submitted for funding. Funding confirmation had just been received in relation to further work for tutors and supervisors.
- 8.8. Board members unanimously praised the College's achievements in supporting the Uplift programme to meet its targets during Covid-19. They provided the following points of feedback:
  - In Northamptonshire, in the first two and half months of the year, the applicant numbers had already reached 60% of numbers for the whole of the previous year.
  - Sequencing should be considered further as applicants were completing pre-employment steps, such as uniform fitting, biometrics and medicals, in one force, but then moving to another. There was a need for national leadership and national vetting so that applicants could be vetted, then go to the most



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appropriate force. Jo advised that vetting was being considered as part of the Uplift programme and an approach to national vetting was under discussion.

- Performance in relation to ethnic minority and female candidates did not meet expectations. Application numbers were correct, but applicants often did not reach the end of the process. The assessment data had been interrogated on this point but no difference in performance had been found between the different exercises thus far. This would continue to be monitored.
- Though there was no statistical difference with outcomes for minority ethnic colleagues at selection, the College should challenge itself not to be satisfied. Small improvements were magnified at force level so it was important to remain passionate about the issue. It was confirmed that the College would continue to work with forces on positive action and to seek further improvements as processes were evaluated.
- This should be included in the Business Plan in relation to learning from Covid-19 and the new normal. If the online process was achieving better results than Day One for minority ethnic recruitment, it should be maintained following evaluation.

### Decision

The Board resolved to:

- i. **Note** the update informing members of progress, future requirements and implications for the College

### 9. Coronavirus COVID-19 Response

- 9.1. Rachel Tuffin presented the item on behalf of Bernie O'Reilly in his capacity as Gold commander. It had been a great team effort across the executive team and across the College in terms of scope and scale, overview of structures, outputs, opportunities, and ways of working.
- 9.2. **Internal team and ways of working:** Pace had been a key issue, with the ability to make decisions in real time. Real adaptability had been shown across teams, speed had been greatly increased at all stages of production of guidance and there had been some willingness to take risks.
- 9.3. **External advice and support:** 25 briefings and 17 graphics for use on social media had been produced on legislation alone. A further 21 rapid response briefings had been produced on issues such as PPE, serial perpetrators of domestic abuse and how to support Muslim officers during Ramadan. There had been some full secondments on analytical support to Operation Talla and daily briefings on availability of all officers and those with specialist skills. Work on organisational learning was ongoing and would be reported on.
- 9.4. **Back to delivery – exams and assessments:** The College was still significantly impacted in terms of learning delivery. The number of delegates that could be accommodated at Ryton was currently 100 instead of the normal 250, due to social distancing. Other solutions were being considered on how to take blended approaches, even without new platforms.
- 9.5. There would be a formal evaluation of what to keep from the Covid-19 response but items of note included:
  - Internally, a level of trust and community spirit resulting from the ability to see into people's lives in lockdown.

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- On the external facing side, pace had been key to a heightened ability to connect. Pace, timeliness and the willingness to take risks to support policing had been hugely important.
  - Back to delivery and moving forward with policing – forces had sought out the online assessment process from the College, which was a significant shift in terms of willingness to consider online solutions. This would help to further develop connection.
- 9.6. Board members appreciated having been kept well informed through the regular briefings as well as this summary. They noted that:
- There was a decimal point error in the section on costs at paragraph 4.2.
  - The learned approaches and behaviours could be applied to anything and would apply to Transforming our College, which might have been approached differently if known at the time and should be noted for the future.
  - There were more lessons from Covid-19 for wider policing. College involvement in the wider review of lessons and preparations for a second wave would increase credibility. The wider piece of work on the 2030 vision for policing should feed into the Future Operating Environment work.
  - Remodelling of the College had been completed in difficult circumstances and keeping wellbeing at the centre would be key to sustaining progress.

### Action

Discuss with NPCC how the Covid-19 national lessons learned work should be led.

### Decision

The Board resolved to:

- (i) **Note** the activities undertaken and resulting progress.

## **10. Diversity – College Internal and External Approach**

- 10.1. Mike Cunningham opened the discussion with some personal reflections. Diversity had been a hugely important issue to which he had been committed since his first appointment to Chief Constable 11 years previously, but the killing of George Floyd in the United States by operational police officers signalled the need for a step change in the commitment to racial equality and inclusion. Its effects were being felt outside policing, but policing was at its heart. Officers exercising power over citizens were an embodiment of a state's view of its fellow citizens which police needed to handle with great care and professionalism. Respect for equality and confidence of communities was essential to the British policing model, which could not work without legitimacy to build trust and confidence.
- 10.2. The College was doing a lot in terms of its external policing-wide initiatives, though there was more to be done. Within the organisation, more focus was needed on people's lived experience. Executive team colleagues had taken the lead, hosting a number of sessions with diverse colleagues from across the College. The purpose of the paper was to:
- share with the Board the leadership team's approach.
  - seek Board contributions about what more could be done .
  - invite the Board to be self-reflective and ask itself whether it was sufficiently challenging in relation to its own approach to inclusion and diversity, in terms

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of decision-making processes, the composition of the Board and its requirements for updates.

- 10.3. The Chair noted that the Board was being asked to approve the College's ambition for diversity and inclusion, and extra resources, and answer, individually and as a Board, what more should be done now. Board members were asked to provide insight into relevant planning and action in their roles outside the College.
- 10.4. Paul Griffiths, as President of the Police Superintendents' Association (PSA), indicated that it had taken several days for them to forge a joint statement. A video call was held to connect with minority ethnic members, which was joined by approximately a third of those colleagues. Strategic points they raised included:
  - The importance of strong and consistent leadership.
  - Accountability, not just on crime trends and performance, but on workforce and interaction with communities. .
  - In the context of the four E's developed for the Covid-19 response, there was a real voice towards a 5<sup>th</sup> E, empathy.
  - In terms of progression, minority ethnic colleagues often felt they had to pass through two processes, one to get the job and one to prove they deserved it. The College had a role to play in this respect.
  - Two principal points had emerged from conversations with minority ethnic colleagues:
    - The importance of the human side of what the College did on a personal and developmental basis, eg, the ASPIRE programme, coaching and mentoring, and reverse mentoring, with minority ethnic colleagues who had reached the senior ranks placing great value on the support the College had provided.
    - The need to be tenacious in terms of positive action, to look at processes to make sure they did as much as possible to create equity.
- 10.5. Ian Hopkins, in his role as NPCC lead on diversity and inclusion, observed that the NPCC had developed a strategy in 2018, supported by toolkits. Although this had been agreed by chiefs and PCCs, it was still not widely known, and indicative of the level of challenge posed by a fragmented policing system with so many individual parts. Much of the content of the 2018 strategy and toolkits was still relevant, and the College could support some of the existing elements of the strategy. There were four elements to embedding the strategy:
  - Peer reviews, which the College was now taking on to give consistency and a professional approach.
  - Self-assessment – 43 out of 44 forces had already completed this.
  - Bring in HMICFRS to do a light touch review this year and a more significant one next year through the Peel inspections.
  - The first inclusion survey in policing, which had been conducted alongside the wellbeing survey. Thirty four thousand had participated. It was about asking colleagues for the first time "What's it like to work in our organisations, what is that lived experience?" to provide a baseline for assessment of interventions. Some of the findings made for uncomfortable reading.
- 10.6. In terms of working with the College and NPCC to identify areas for action, Ian suggested there could be a role for the College in relation to the following:
  - Data in relation to stop and search, use of force, use of Taser and disproportionality in professional standards.
  - Enabling leaders to be more legitimate in leading their teams around inclusivity and diversity.

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- Using iconic moments in people's careers to reinforce inclusivity, for example when setting the content for law exams.
- Considering whether previously successful programmes no longer being offered could be brought back.

Ian also advised that the term BAME should stop being used as it had become a label of convenience. Specific groups were being missed within that label and both the service and the College should move away from it.

- 10.7. Robin Wilkinson, in his Metropolitan Police Service role (MPS), observed that there was marked progress in the quality of the discussion around visible difference that had not been present when he first joined the College. He agreed that the BAME label should be avoided as it did not reflect the range of differences within the service. The MPS was conducting listening exercises which were releasing conflicting emotional issues affecting everybody across the service, not just ethnic minorities. Robin encouraged the College not to repeat work already done through the NPCC, but to focus on what could be added to further challenge the service and reflect on whether it was delivering on the NPCC plan.
- 10.8. Dr Robina Shah, as Board Advisor for DEI, emphasised the importance of compassionate leadership. She noted that the BLM movement was asking for society to hear what they were saying and respond to it. Rather than starting over, there was a need to showcase what had already been achieved, while recognising there was much more to do. The ambition should be to move away from an education and training landscape looking at procedure and process, to one that looked at lived experience. A baseline was needed, to understand the gaps. Understanding the drivers to support individuals to feel validated was key, including by considering exit interviews of assessment centres attendees or those leaving the College, and colleagues' views of their progression when conducting PDRs. The College should hold itself to account and show willingness to engage and listen to colleagues internally and externally.
- 10.9. Jackie Smith, as Chair of an NHS trust, reported that 44% of their staff were from ethnic minority groups. Both members of staff and patients had been lost to Covid-19, and ethnic minority groups felt very angry about the virus, health inequalities and BLM. The opportunity to do something radical should be seized. In her organisation, they had a network for change made up of all their ethnic minority staff. The Chair and CEO dialled in on a Friday afternoon and just listened to them, as they didn't feel represented or heard. Jackie referenced the WRES (Workforce Race Equality Standards) in the NHS as a useful tool to measure lived experience. She observed that although diversity had been chosen as a priority, the Board had yet to make a public statement on it. She suggested that board members hear directly from members of staff about their lived experience of working in the College. She also asked for further data on the number of staff employed from ethnic minority groups and how many of those were in leadership roles.
- 10.10. The Chair remarked that the College had good reporting information which could be shared. She agreed that there should be a board statement on its commitment to diversity.
- 10.11. Dave Bamber, as a Board member from the federated ranks, agreed the NPCC strategy and toolkits were a good starting point. It was important to engage with staff within the organisation rather than being a distant group of people being reported to. The only way to make people change was to publicise success stories but openly admit when wrong.

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- 10.12. Stephen Mold, as a PCC, emphasised the point about compassionate leadership and making it comfortable for individuals to talk. The College needed to be self-reflective in a moral leadership capacity, as it was in a strong position to challenge the totality of policing.
- 10.13. Robina's final reflections were that:
- Learning from the NHS experience indicated that the College must be proactive in terms of its intentions but remain open minded in how to make this inclusive.
  - Transformation only happened with shared leadership, understanding, listening and hearing everybody's voice.
  - Wellbeing, professional development and leadership ambition were all important to the cycle of change. People would adapt more willingly if they understood why, and that it was the right thing to do, rather than being just told to.
- 10.14. Mike thanked board members for their input. He observed that there was a great deal of commitment, especially to listening. The Diverse Ethnic Action Network was being engaged with and it would be of great value for board members to engage directly. Colleagues should hear that there was a statement of commitment from the Board. Statements on their own were not enough, and it should be followed up with the actions discussed, with feedback taken forward and blended with the existing plan.
- 10.15. The Chair remarked that it was important to be brave in this matter, not to let the fear of getting things wrong get in the way of trying to communicate how much we care about this. Change had to be based on listening, understanding and empathy, and collaboration. Based on what had been said, the Board had a commitment to doing that. A workshop would be a great way to take forward the commitment to make everybody feel included.

### Action

Data on the number of staff employed from ethnic minority groups and how many of those were in leadership roles to be shared with the Board.

Arrange for board members to engage directly with staff about their lived experience.

Discuss how to communicate the conversation back into the College.

Consider holding a workshop to take forward the Board commitment to diversity and inclusion.

### Decision

The Board resolved to:

- (i) **Note** the diversity, equality and inclusion ongoing work and future plans outlined in the paper.
- (ii) **Approve** the revised statement of ambition for diversity and inclusion at **Annex A**.
- (iii) **Approve** in principle the diversion of extra resources to D&I work in this business year and the general approach for securing internal organisational change outlined in the paper.

## 11. 'Your College' Campaign

- 11.1. Mike Cunningham reminded members that the Board had previously agreed the new branding but wanted to ensure it was launched at the right time. This had initially been due to take place in April 2020 but had been delayed until August by

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Covid-19. The launch would go hand-in-hand with removing the membership scheme and opening up the College, so that the new branding could be more than a superficial change, signifying a real change in approach.

- 11.2. Matt Peck explained that the approach was to build on the momentum of improved connection arising from Covid-19 through the campaign and change in the brand, making it as tangible as possible and service-led. Board members had already agreed to champion some of the content the College would be putting out. The intention was to build the brand over time to make it sustainable, flexible and adaptable in light of ongoing circumstances. Feedback was that people did not understand the College and what it did, which would be addressed. The website functionality would be a game changer for the College. Change would enable engagement with audiences in different ways. Part of the new website functionality would be to link people to the entirety of the College's work, by suggesting relevant content. Staff were being supported to act as advocates for the changes demonstrated through the campaign and supporting material. This would expand to external advocates, ambassadors and partners at national organisations and forces. Support from board members would be gratefully received.
- 11.3. Board members unanimously praised the strategy and branding approach, agreeing that it was the right time to launch, that it was well presented and put together, fresh, and moved the organisation on, building on all the achievements of recent months. It was suggested that lived experience could be brought in as a heading, as it should permeate the work of the College going forward.
- 11.4. The Chair concluded that the Board was engaged and wanted to make sure its discussions were fully represented, including in relation to lived experience.

### Decision

The Board resolved to:

- (i) **Note** the strategic objectives and activity planned for the communication campaign and launch of the website and new visual identity.

## **PART FOUR – CONCLUSION OF BUSINESS**

### **12. Any Other Business**

- 12.1. The Chair advised that the Director General of the Crime, Policing and Fire Group, Tricia Hayes, would be attending the Autumn Review & Reset Meeting in August.

### **13. Close of the meeting**

- 13.1. There being no further business the meeting was closed at 17:42.

**Date of next meeting:** 10 August 2020 – Autumn Review and Reset  
30 September 2020 – Board Meeting

**Name of Chair:** Christine Elliott