



Official

## Meeting Minutes: College Board of Directors

10:00 – 15:00 on 15<sup>th</sup> January 2019:

Whitehall/Victoria Rooms, Ground Floor, 1-7 Old Queen Street, London SW1P 9HP

Board Members in Attendance:	
Millie Banerjee (MB) (Meeting Chair)	Gavin Thomas (GT)
Christine Elliott (CE)(part)	Mike Cunningham (MC)
Ian Hopkins (IH)	Robin Wilkinson (RW)
Clare Minchington (CM)	Jackie Smith (JS)
Ian Wylie (IW)	Dave Bamber (DB)
<b>Apologies:</b> Stephen Mold	
Others in Attendance:	
<b>Bernie O'Reilly (BOR)</b> Director Organisational Delivery & Change, <b>Rachel Tuffin (RT)</b> Director Workforce Transformation, <b>Kate Husselbee (KH)</b> Director Corporate Services, <b>David Buckle (DBU)</b> Director Membership & Business Development, <b>Jo Noakes (JN)</b> Temporary Director External Workforce Development, <b>Oliver Cattermole (OC)</b> Chief of Staff; <b>Simon Nickless (SN)</b> Senior Police Advisor (part), <b>Nerys Thomas (NT)</b> Knowledge, Research & Practice Lead (part), <b>Helen Elderfield (HE)</b> Corporate Governance Lead, <b>Faye Bosworth</b> (Secretary), <b>Camille Gifford</b> .	

### 1 Welcome and Administration (Chair)

- 1.1 The Chair opened the meeting and noted apologies from Stephen Mold. She welcomed the incoming external workforce development director, Jo Noakes, to the meeting.
- 1.2 There were no declarations of interest.
- 1.3 There were three items of any other business noted under item 15.

### 2. Approval of Minutes of the Previous Meeting

- 2.1 The draft minutes of the previous meeting were considered and **approved** without amendment.

### 3. Actions from the Previous Meeting

- 3.1 The Board **noted** progress made with the actions agreed at the previous meeting.

### 4. Chair's Update (Millie Banerjee)

- 4.1 The Chair had met with the Home Office to understand its priorities for policing and there was an expectation that an announcement on the comprehensive spending review would take place in the summer of 2019. There was a continued drive from the Treasury for policing to deliver workforce reform and the College's significant role in this area needed to be fully articulated, both in terms of its current and future activity.
- 4.2 MB's regular meetings with the NPCC Chair had continued and positive discussions

had taken place on the plan on a page. It was intended that this relationship would continue with the incoming NPCC Chair.

## 5. Chief Executive's Report (Mike Cunningham)

5.1 The Board was updated on the Home Offices' Frontline Review, where the CEO had chaired its steering group. It was anticipated that the review's findings would cross over with the College's work. Further consultation would be taking place before any announcement was made, expected in April 2019. The Board, whilst supportive of the review, felt that the College's independence from it needed to be clear.

5.2 There was an update on the Policing Minister's developing interest in the systems approach to policing and identification of national policing problems. The Board discussed this as an opportunity to set the agenda in specific areas and to play a part in the solution within a cohesive system.

5.3 Finally, the CEO updated the Board on a follow up roundtable event with PCCs and NPCC that he had chaired, looking at the reasons why there were small numbers of applicants for Chief Constable positions. Following this, there was a shared analysis of the problem and work was ongoing to address these issues, including the College's Leadership Hub that aimed to widen the numbers and diversity of those applying.

## 6. Transforming our College (Bernie O'Reilly & Oliver Cattermole)

6.1 The Board noted the current position of the change programme that included an outline of the next steps, risks and proposed mitigations. The programme was in its initial identification, planning and preparation phase and recruitment for key functions had been identified. A Programme Board had been set up, reporting to the Executive and the Board. Failing to communicate the vision and progress to obtain staff buy was identified as a significant risk. The Chair suggested that a persuasive narrative on what, why and the implications of change needed to be made out to help deliver success. Therefore, the regular update to the Board would include recent internal and external communication and engagement activity.

6.2 The Board supported the progression of this work and wanted to see firmer proposals within a delivery plan and business case at its next meeting, including detail on budgets and resourcing. Other issues raised included membership (discussed under item 8), the need to maintain business continuity and the need to continue to look at the overall strategy, where transformation was one part. OC was working with external consultants and following this the Board would be provided with clarification of what areas of business are in the change programme and what areas are not included. Clarification was also sought on how significant areas of business would be managed if they were not part of the programme.

6.3 Given the criticality of the programme's design phase, the Chair recommended that one non-executive director provided some oversight during the development stage. This would not negate the whole Board's authority and accountability and all members would continue to have an opportunity to provide comment on progress at regular intervals.

**DECISION:** The Board noted progress and mandated the plan to coordinate the proposed activities through the change programme. Further detailed information on communication and engagement activity, budget and resourcing and clarification on what areas were and were not part of the programme would be brought back to the Board in due course.

**ACTION:** The Change Programme Director will identify and work with one non-executive director who will provide oversight, comment and challenge on the design phase of the change programme.

**ACTION:** The Change Programme Director will provide the Board at its next meeting on 6<sup>th</sup> March with:

1. A business case, including detailed information on the financial implications/budget for the change programme
2. Clarification on what is included and excluded from the programme, noting that those pieces of work not within the programme would still need to be accounted for and coordinated with the programme in order to ensure efficient resource allocation and prioritisation.
3. A detailed communications and engagement programme describing activity with staff and stakeholders; and a clear narrative detailing the why, what and how the change programme will operate.

## **7. Key Performance Questions (KPQs) (Kate Husselbee)**

7.1 The Board was provided with draft KPQs and an update on the planned approach to their implementation, resulting from plan on a page. This marked a sizable shift in measuring organisational performance and moved away from being 'target' driven. More work was still to be done before sign off would be requested and the overall process of development would be fluid.

7.2 The Board were very supportive of the new approach and suggested making the KPQs relevant to frontline policing, having a stronger overlay with the plan on a page, as well as being clear on what the overall ambition was in each KPQs (i.e. what would good look like?) Members suggested using existing data sets where possible, looking at other organisations' experience of using similar approaches and reducing the level of detail when presenting KPQ data to the Board. The Chair suggested that it would be helpful to have a non-executive director as part of the ongoing KPQs development process.

**DECISION:** The Board supported the proposed approach to implementing key performance questions for measuring organisational performance.

**ACTION:** The Director of Corporate Services to work with a non-executive director to assist with developing the process for managing organisational performance through KPQs.

## **8. Membership and plan on a page (David Buckle)**

8.1 The Board's agreement was sought to cease offering membership given the plan on a page's emphasis for the College to be for everyone in policing. Removing membership would ensure the widest possible access and existing members would be transferred to a new set of terms and conditions, enabling them to continue access to services with minimal distribution.

8.2 Board members sought clarity as to what this proposal would mean in practical terms – e.g. whether everyone in policing would automatically become a member of the College or whether membership would cease to exist. They supported the direction of travel in light of plan on a page, suggesting that the case in favour of membership had not been well made at the College's launch, but requested more detail on the risks, timings and handling, legal

implications, logistics and options for the future. It was explained that the use of the term 'membership' was to cease but it would be made clear that the College's services were available to all in policing. Further, it was stated that the College must 'walk towards' all in policing, and be seen to do so, in order to make sure that this message is heard and understood.

8.3 MC was clear that the valuable contributions made by the Members Committee and College Ambassadors would continue and that the Members' Committee had endorsed the proposal at their meeting in November. Board members pointed out that there was a need to understand how this approach would be perceived by external stakeholders and be clear in the use of terms such as membership, professional body and membership organisation. It was noted that several of the Board members had experience in this area and could assist in developing the next steps.

**DECISION:** The Board agreed in principle to re-assess the position on membership in light of the plan on a page that College products and services should be available to everyone in policing.

**ACTION:** The Director of Membership and Business Development will provide the Board with:

1. Options on the future of membership, detailing risks, timings and handling, legal and logistical implications to enable the Board to make an informed decision on the future of membership.
2. A detailed communications plan on the future of membership to include the scheduling of key announcements on membership.

## 9. Priorities for College guideline development (Nerys Thomas)

9.1 The Board was updated on a thematic analysis of inspections reports, interviews with chief constables and focus groups with frontline and supervisory staff to identify perennial problems in policing to inform priorities for the development of guidelines over the next five years. There was recognition that the research could also be used to underpin the business planning process. Ten problems were identified and considered 'systemic' problems requiring system wide solutions, rather than being tackled through the provision of guidance and/or training.

9.2 The Board welcomed this work and wanted to see it communicated and used as widely as possible, particularly across other public services to help provide cross agency collaborative strategies. Members also felt that there was an opportunity to use the work to inform preparations for the Comprehensive Spending Review. DB questioned the portrayal of the individual's failings within the identified problems, and it was explained that the intention was to portray systemic failings that the whole system needed to address and not individual failings.

**DECISION:** The Board noted the identified perennial problems for policing and the intention to use them to inform wider College and policing priorities.

**ACTION:** The Knowledge, Research and Practice lead to identify opportunities to publicise the outputs from work to identify perennial problems in policing; as well as opportunities to influence and integrate this work into solutions for wider public service issues.

## 10. Workforce Transformation Coordination and Communication Programme

### (WTCCP) Update (Rachel Tuffin)

10.1 Members were provided with an update on the WTCCP, specifically the programme risks, dependencies and link to plan on a page. A significant risk related to the reliance on first line supervisors to drive workforce transformation and that effective assessment and supervision by competent line managers must be achieved to provide a professional development culture. There was a strong focus on a gap analysis to understand what could be achieved with existing resources, including action from other stakeholders. This would be replicated for the diversity focussed area of work. The next steps included working with forces on implementation and to make the overall narrative simpler to navigate.

10.2 DB asked whether there was a cross over between the learning and development programme and the paused senior qualifications programme. There was recognition that the responsibility for CPD lay heavily with individuals and that access to a sergeant and their capacity was not always straightforward and that the number of future first line supervisors may be small. It was explained that first line supervisory skills had been identified as being the key to enabling other projects. The Board sought to understand more on the programme's focus, the sequencing of delivery and the longer term strategy.

**DECISION:** The Board noted progress with the workforce transformation coordination and communication programme.

**ACTION:** Members of the Board will be provided with ongoing development on workforce transformation coordination and communication as part of their initial and ongoing development.

## 11. Super Complaints (Mike Cunningham)

11.1 The Board was updated on the super complaints system, the potential implications for the College and notified that the first super complaint for policing had been submitted. The Board were keen to understand the level of support required, particularly legal support needed generally and where there may be a risk of entering into judicial proceedings. The Board noted that the full implications for the College were yet unknown.

**DECISION:** The Board noted the update on the super complaints system, development timescales and that the possible implications for the College were unquantified.

## 12. Brexit Impact Group Update (Bernie O'Reilly)

12.1 The Board noted the update on planning for Brexit, including reassurance that the College was fully engaged with the impact planning mechanisms of the police service. The College was represented at both the International Crime Coordination Centre and the National Strategic Leads Brexit Steering Group. The College's own Brexit Impact Group had met three times and prepared a risk register. It was anticipated that the main impact centred on requirements to support the promulgation of information on mechanisms to manage intelligence, information, criminal justice consequences and support to learning for police and partners in managing civil contingencies.

**DECISION:** The Board noted the update on the impact of Brexit, including the College's Brexit Impact Group's risk register.

### 13. Management Updates

#### Finance, Performance and Risk Report (Kate Husselbee)

13.1) The Board noted the update on performance for November and December in relation to finance, internal audit, strategic risk and the College's priority initiatives. The finance forecast remained at an £0.6m overspend and would be closely monitored. An internal audit report had been received on the College's decision making processes which had a limited assurance. It was stated that the Executive were working on a remedial action plan and further discussion would be had at the Audit and Risk Committee (ARC) to take forward. The Strategic Risk Register and the approach to risk would be reviewed with the ARC, aligning with plan on a page and KPQs.

**DECISION:** The Board noted the updates on finance, internal audit, strategic risks and priority initiatives and approved changes to the Strategic Risk Register in line with the following:

1. Addition of two new risks to the Strategic Risk Register relating to Brexit
2. The downgrading of the 'likelihood' rating for risk SR02 (purpose & vision) to a residual risk rating of 'likelihood' (low).

### 14. Committee Updates

#### a) Nominations and Remuneration Committee (Gavin Thomas)

14a.1) The Board noted the update from the Nominations and Remunerations Committee, held on 5<sup>th</sup> December 2018.

#### b) Professional Committee (Mike Cunningham)

14b.1 Members noted the update from the Professional Committee meeting held on 12<sup>th</sup> December 2018.

### 15. Stakeholder Information Briefing (Oliver Cattermole)

15.1 The Board noted the Stakeholder Information Briefing and progress made with stakeholder engagement. There was ongoing work on a range of products to support information sharing that would be consistently branded and timed for distribution to internal and external audiences.

15.2 Members discussed stakeholder relationships and the impact of KPQs to assist with tracking stakeholder relationships. The Board suggested that the stakeholder information be available at new starter induction events. There was still much more to do in this area and the Board welcomed regular updates on this area as it develops.

**DECISION:** The Board noted the update on stakeholder engagement, including coordination and information sharing across the College and urged that resources are made available for the implementation of the strategy to progress rapidly.

**ACTION:** The Board will be provided with regular updates on the College's stakeholder engagement activity.

### 16. Any Other Business

16.1 The Chair informed members that objectives for a Board Development Day had started to be put together and would primarily look to improve ways of working together, including with the Executive, the Home Office and possibly other stakeholders. Board members would be given an opportunity to comment on the objectives for the session in due course.

16.2 MC congratulated Simon Nickless on his forthcoming promotion and thanked him for his significant contribution to the workforce transformation enablers work area.

16.3 RT asked for the Board's views in supporting the Early Intervention Fund's activity on the Youth Endowment Fund that members were supportive of. RT advised the Board that the EIF had sought the College's involvement in work funded by the YEF, which the College was not eligible to access directly, and sought their support for the work. This was endorsed.

**ACTION:** The Chair will share with members of the Board the objectives for an upcoming board development session for comment.

**\*\*\*\*MEETING CLOSED at 15:00\*\*\*\***

Approved