Official

Meeting Minutes: College Board of Directors
10:30 – 14:30 on 6th March 2019:
Loughborough Lecture Theatre, College of Policing, Leamington Road, Ryton-on-Dunsmore, Coventry, CV8 3EN.

Board Members in Attendance:	
Millie Banerjee (MB) (Meeting Chair)	Gavin Thomas (GT)
Christine Elliott (CE)	Mike Cunningham (MC)
Stephen Mold (SM)	Robin Wilkinson (RW)
Clare Minchington (CM)	Jackie Smith (JS)
Ian Wylie (IW)	Dave Bamber (DB)

Apologies: Ian Hopkins, Bernie O'Reilly, David Buckle, Janette McCormick

Others in Attendance:

College: Rachel Tuffin (RT) Director of Knowledge & Innovation**, Kate Husselbee (KH)** Director of Corporate Services & Business Development, **Jo Noakes (JN)** Temporary Director of Workforce Development, **Oliver Cattermole (OC)** Chief of Staff, **Fiona Eldridge (FE)** Head of Membership, **Helen Elderfield (HE)** Corporate Governance Lead, **Faye Bosworth** & **Camille Giffard.** (Secretary)

Members Committee members invited to observe: Clare Briscoe, Daniel Reynolds, Dave Spencer, Kate Anderson, Laura Millward, Luke Entwistle, Philip Mills.

1   Welcome and Administration (Chair)

1.1   The Chair opened the meeting and noted apologies from Ian Hopkins, Janette McCormick and Bernie O'Reilly. She welcomed members of the Members' Committee, who were observing the meeting and stated their importance to the College in achieving its ambition to better connect with policing.

1.2   There were no declarations of interest.

1.3   There were no items of any other business.

2.   Approval of Minutes of the Previous Meeting

2.1   The draft minutes of the previous meeting held on 15th January 2019 were considered and **approved,** subject to minor amendment at 13.1 replacing 'where' for 'were'.

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 reflected on her recent 'ride along' with the Metropolitan Police which was hugely positive as she was able to see different parts of the borough and the various approaches required by officers in dealing with the contrasting situations they were called to. She had written about the experience and would share this with the rest of the Board and encouraged other members to do the same after spending time with frontline staff.

ACTION: The Chair to share her written account of her time spent with the Metropolitan Police with members of the Board.

5.   Chief Executive's Report (Mike Cunningham)

5.1   Members of the Board were updated on changes to directorates and provided with an update on the College's role in supporting the service respond to serious violence. A further update was given on the super complaint received from Liberty and Southall Black Sisters regarding victims who have insecure immigration status. This was being assessed by HMICFRS to determine eligibility, but it was thought likely that it would be classed as a super complaint. Hestia, a modern slavery charity had also submitted notification of its intention to raise a super complaint that would be considered in the appropriate way once formally received.

5.2   Findings from the Home Office led Frontline Review were expected shortly and the Board would be kept informed accordingly.

6.   Spending Review update (Mike Cunningham)

6.1   The Board was updated on the College's preparations for an expected announcement on the Comprehensive Spending Review, focusing on workforce investment, wellbeing and evidence based approaches to reducing crime. Ongoing work to support the case for investment in recruitment and workforce transformation was building a stronger narrative of its benefits and drawing comparisons with other sectors.

6.2   Given the expertise required, the College had requested access to a Home Office economist who could assist in developing the case for greater funding. The College was planning its submission with dedicated staffing resource and was also taking the lead in producing the case for 'systems' leadership following discussions with policing partners and the Minister in January.

7.   Brexit Impact Group update (Mike Cunningham)

7.1   Members of the Board were informed of plans that had been drawn up in anticipation of a 'no deal' Brexit and that plans for an agreed transition period continued to be formulated. This included a three tier structure for supporting policing at international, national and regional level and ensuring continued access to EU intelligence sharing systems.

7.2   The Board discussed the ancillary cost of Brexit, in that other priorities appeared to be neglected as all efforts within government were focused on Brexit. It was noted that Brexit would not only affect the NCA, counter terrorism and serious and organised crime, but also had consequences for volume crime and a greater amount of officer's time would be taken up dealing with foreign nationals following the UK's withdrawal from the EU.

8.   Update on the College Change Programme (Oliver Cattermole)

8.1   The Board noted progress with the change programme that included the establishment of a programme board and the probability that all vacant posts in the programme would be filled by the end of March. Engagement with staff would be taking place in March and April through workshop sessions intended to promote an inclusive approach and the uptake of these sessions had been high. The recently recruited Programme Manager was looking at the programme's governance, risks, structure and was producing an outline business case to be shared at the next meeting.

8.2   Board members echoed their request for clarity on what was 'in' and 'out' of scope of the programme as they needed to understand what the College did against the plan and know how a better connection with policing would be achieved. They were reassured that the upcoming staff engagement events would help clarify this, along with outputs from ongoing analysis work. The Chair suggested that it would be helpful to know who had commissioned College work when looking at what was in scope. A discussion took place on the financial implications of the programme and the need to keep tight control on spending which should be an acknowledged risk. The Board discussed the possible risk that as the policing 'system' changed, the programme would not adapt to this change quickly enough. It was suggested that a simple interim narrative detailing three specific things where the College had added value to Chief Constables, frontline staff and the public would be helpful to allow time for the development of a wider narrative. There was a discussion on the links with technology and KH provided an update of the College's ongoing work in this area which needed to be joined up as part of the overall transformation. Additionally, the need for effective communications to support the programme's success was acknowledged as being a priority.

8.3   The Board agreed to a longer session taking place at the May meeting where they would be asked to consider key strategic questions likely to arise through the upcoming engagement and mapping work. There was also a commitment to bring back to the next meeting a comprehensive 'as is' picture of all College activates and initiatives mapped against the plan.

DECISION: The Board noted progress of the change programme and the identified risks and mitigations.

ACTION: At its May meeting, the Board will be provided with comprehensive 'as is' picture of all College activates and initiatives mapped against the plan on a page, including an outline business case and the programme's risk and issues register.

9.   Connecting to the profession – widening access (Mike Cunningham)

9.1   MC thanked Members' Committee members in attendance for their important and valued contribution and went on to ask for the Board's agreement to develop a plan to ensure the College's products and services were available to everyone in policing, thereby closing down the formal membership scheme. Following this, the College would build on the connection to early adopters and extend and accelerate its reach based on insight and feedback from ambassadors. A formal communications plan to raise awareness amongst everyone in policing and continue the goodwill and engagement of early adopters, would then be developed.

9.2   The Board supported the proposal, in principle, but questioned how this would link with the change programme and cautioned against rushing ahead, as proposed, as it was imperative that the communication on this direction of travel was clear and unambiguous. The Board questioned whether there was the capability and capacity to communicate this approach in an effective way and suggested that it would be helpful to engage the staff associations early on to gather views and test the proposed communications approach. There were also technological challenges that needed to be resolved as part of this decision. The Chair suggested having an in-depth discussion on this direction of travel before making a firm decision on the proposed next steps as there were a number of issues and risks to work through.

DECISION: The Board agreed, in principle, that the College should develop a plan to ensure its products and services are available to everyone in policing. Following in-depth consideration decisions will be taken on the next step proposals:

ACTION: The College will pull together a plan of action that includes issues, risks and overall connectivity relating to making College products and services available to everyone in policing to enable an in-depth discussion

10.   Introduction to the Workforce Development Directorate (Jo Noakes)

10.1   The Board noted the update on the newly formed Workforce Development Directorate where its key role was to deliver the professional development element of the plan on a page by supporting those working in policing from the very beginning of their career to the end. The directorate's short term priorities included identifying areas that needed additional resources, areas that could be paused; reviewing the structure of the directorate; developing strong internal and external stakeholder relationships and ensuring that any changes were aligned with the wider change programme.

10.2   Members raised the need for strong leadership development given fundamental changes to officers' roles over recent years, as well as the need for an overall workforce strategy to ensure the right priorities were being worked on in an appropriate order. Similarly, concerns were raised over the negative impact of 'Day 1' initial entry and direct entry on diversifying the workforce. The Chair was grateful for the update and requested that further updates continued to be provided to the Board and thanked RT for her leadership of this area of business previously.

DECISION: The Board noted the update on the introduction of the Workforce Development Directorate

ACTION: The Workforce Development Directorate will provide the Board with regular updates on the progress of its work.

Management Updates

11.   Improving police performance – Building a smarter system (Mike Cunningham)

11.1   Members of the Board were informed of a request made by the Policing Minister for national policing bodies to develop proposals for a 'policing system' to deliver collaborative working and consistent standards. The CEO viewed this request as critical work for the College, as per elements of the plan on a page relating to knowledge sharing, identifying the future and connecting to policing. He had met the Minister, alongside other key stakeholders and the important role of the College was recognised. Initial proposals were being worked up in preparation for the next Ministerial meeting in April and the Board would be kept updated of progress.

11.2   The Chair agreed that it would be helpful to understand what the College had agreed to do, who it was reporting to and where the College sits within the system at the next meeting. There was a suggestion to link into existing work by the Local Government Association and that PCCs should be involved in discussions given that their wider mandate than policing.

ACTION: The Board will be provided with an update at its next meeting in May on the College's proposals to develop a systems based approach to policing.

12.   Protocol with the Home Office (Mike Cunningham)

12.1   Board members noted the update on the Protocol between the Home Office and the College that had been under review since 2018. Assuming that no further amendments were required, it was proposed that approval in writing would be sought from members via email correspondence and a timetable of this process would be given shortly.

ACTION: A timetable for agreeing the Protocol between the College and the Home Office would be shared with members of the Board before the next meeting in May.

13.   Finance, Performance and Risk Report (Kate Husselbee)

13.1   The Board noted the updates on finance, internal audit, strategic risks and current priority initiatives. The full year finance forecast indicated an over spend of £0.2m, a reduction of £0.4m, due in part to minor reductions in staff costs and increased income. Early indications suggested that there would be a 5% reduction next year in grant in aid funding, as well as a reduction in Police Transformation Funding and an increase in pension costs. To offset this a greater emphasis could be placed on the College's commercial element, although this would require further investment. The Chair requested that a draft of next year's budget and business plan be made available to the Board as soon as possible and discussed via teleconference as a precursor to final approval being sought at the May meeting.

13.2   Following the recent review of the College's risk management arrangements, the Executive and the Audit and Risk Committee had agreed enhancements to the overall process that would be communicated to the Board in due course. Members of the Board discussed an additional strategic risk relating to decision making being placed on the Strategic Risk Register arising from the recent internal audit report.

ACTION: The Director of Corporate Services and Business Development to provide the draft budget and business plan for 2019/20 to members of the Board before the May meeting and arrangements made for this to be discussed via teleconference.

Committee Updates

14   Audit and Risk Committee (Clare Minchington)

14.1   Members of the Board noted the update from the most recent Audit and Risk Committee that took place on 14th February 2019.

15   Professional Committee (Mike Cunningham)

15.1   Board members noted the update from the Professional Committee meeting held on 12th February 2019. One item of note from the meeting regarded efforts to increase BAME candidates within the direct entry programmes, where the number of direct entry superintendents had been disappointing and had hindered an effective evaluation of the programme taking place.

16   Stakeholder Information Briefing

16.1   The Board noted the Stakeholder Information Briefing.

17.   Any Other Business

17.1   The Chair thanked GT for the contribution that he had made to the Board during his tenure as a member and as Chair of the Nominations and Remuneration Committee as this was his final meeting and wished him well for the future.

****MEETING CLOSED at 14:10****