



College of Policing

Title: Board meeting
Date: 08 May 2019
Time: 9.30 – 13:30
Venue: Conference Room 2, Harperley Hall, Fir Tree, Crook, Co. Durham DL15 8DS

Board	
Millie Banerjee (MB)	Board Chair
Christine Elliott (CE)	Chair College Regulatory Consultation Group (CRCG) & Senior Independent Director
Robin Wilkinson (RW)	Chair Members' Committee & Police Staff Association
Mike Cunningham (MC)	CEO & Chair Professional Committee
Ian Hopkins (IH)	National Police Chiefs' Council (NPCC)
David Bamber (DB)	Police Federation of England and Wales
Stephen Mold (SM)	Association of Police & Crime Commissioners (APCC)
Clare Minchington (CM)	Chair Audit & Risk Committee & Independent Director
Jackie Smith (JS)	Independent Director
Ian Wylie (IW)	Independent Director

Executive in attendance	
Rachel Tuffin (RT)	Director of Knowledge and Innovation
Bernie O'Reilly (BR)	Director of Organisational Change
Kate Husselbee (KH)	Director of Corporate Services and Business Development
Jo Noakes (JN)	Temporary Director of Workforce Development
Janette McCormick (JMC)	Temporary Director of Policing Standards

Staff members in attendance	
Oliver Cattermole (OC)	Chief of Staff
Zara Farrar (ZF) (Item 10)	Creative Content & Social Media Manager
Helen Elderfield (HE)	Head of Governance
Camille Giffard (CG)	Governance Manager
James Strugnell (JS)	Governance Manager (observing)
Nicola Tolley (NT)	Planning Performance and Risk Officer (observing)

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Invited observer	
Paul Griffiths (PG)	Police Superintendents' Association

External attendees	
Simon Ward (SW) (Item 10)	Lloyd Northover
Jeremy Shaw (JS) (Item 10)	Lloyd Northover

PART ONE – PRELIMINARY ITEMS

1. Welcome and administration (Chair)

- 1.1. The Chair welcomed everyone to the meeting, in particular Paul Griffiths (President of the Superintendents' Association) who was observing the meeting, and Janette McCormick, attending her first Board as a member of the Executive. The Chair noted that the meeting had been duly convened and a quorum was present.
- 1.2. No apologies for absence were received.
- 1.3. There were no declarations of interest made pertaining to items on the agenda.
- 1.4. No items were raised for discussion under Any Other Business.

2. Minutes of the meeting on 6 March 2019 (Chair)

- 2.1. The draft minutes were considered and accepted as a true and accurate record of the discussions that took place on 6 March 2019.

Decision

The Board resolved to:

Approve the minutes of the meeting held on 6 March 2019 without amendment.

3. Matters arising from the meeting on 6 March 2019 (Chair)

- 3.1. Action 1 regarding review of the governance arrangements for the College was ongoing. A revised version of the Protocol with the Home Office was considered under item 13 on the main agenda.
- 3.2. Actions 40 and 42 remained ongoing, with dates having now been agreed for the Board development sessions and a programme under development.
- 3.3. An interim update regarding action 45 Membership, was provided under item 12(b) on the agenda, with a full paper to be brought to the July Board meeting.
- 3.4. The Board agreed that the actions listed as suggested complete could be closed.

Action

Rolling actions marked as suggested complete to be closed. **Camille Giffard**

Decision

The Board resolved to:

Note progress made with the actions agreed at the previous meetings

Agree to close all actions recorded on the rolling actions list as suggested complete.

4. Chair's Update (MB)

- 4.1. The Chair gave an update on the stakeholder meetings attended and invited the Chief Executive to give additional information regarding ongoing discussions on the policing system and the College's role in further developments.
- 4.2. Mike Cunningham advised that this referred to the ways of working between the national policing bodies and the 43 Home Office forces. Rachel Tuffin informed the Board that she had presented a set of proposals for the new system based on the SARA model (Scan, Analyse, Respond, Assess). Perennial problems would be identified, prioritised and analysed, with a view to achieving national improvement in the policing system rather than focusing exclusively at force level. It had been a very positive meeting recognising that the College should be at the forefront and supporting the futures work being undertaken by the College. The Policing Minister Nick Hurd had asked the College to submit a proposal regarding systems improvement and funding.
- 4.3. The Chair added that the focus on systems could include work with other departments at policy level, eg Health. It was observed that there would need to be a concerted plan wider than policing in order to solve key problems in policing and public protection. The Chair advised that she was due to meet with Nick Hurd to provide a perspective on how the NHS was working, which seemed an encouraging step towards a cross-departmental approach.
- 4.4. The Chair was asked what requests she would be taking to the meetings with Nick Hurd and Martin Hewitt the incoming NPCC Chair. Mike advised that one request would undoubtedly be to achieve clarity on the respective roles of the College and NPCC, with the College as standard-setter, working with the NPCC to operationalise the standards. The Chair supported this view and added that she would also be seeking assurance on the sustainability of the College's role.
- 4.5. The Chair suggested that there might be a discussion at the Board Development Day around the Home Office interaction with the Board as this appeared inconsistent. Further questions raised which might be included in discussions at the Development Day were:
 - The role of the Board: should the Board be involved in the policing systems work or should its role be limited to assuring that the work was financially sound?
 - Would adopting a lead role in the systems work mean a closer relationship with the Home Office and what would that mean for the College's position within the system?
 - How would a closer relationship with the Home Office align with the notion of a member-led organisation?
- 4.6. The Chair further reported that she had been preparing for the Honours' meeting as, in her role as Chair of the College, she sat on the Honours Committee and assessments were due to take place.
- 4.7. The Chair noted that the ride-alongs had been completed and asked for all write-ups of the experience to be circulated to other Board members.

Action:

The next Board agenda to include an item on systems improvements. **Mike Cunningham**

Write ups of ride-alongs to be collated and circulated to all Board members. **Camille Giffard**

The Development Day agenda to include discussions on:

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- (i) the relationship of the Board with the Home Office
- (ii) the role of the Board, including in relation to policing policy and
- (iii) whether the College's involvement in policing systems improvement work would bring it closer to the HO and cause any conflict with the premise that the College is a member led organisation. **Governance**

5. Chief Executive's Report (MC)

- 5.1. Mike advised that the Spending Review was now expected to take place in the autumn. It was likely to be a 1 year submission due to the uncertainty surrounding Brexit. The College would play a part in the national bid to the Treasury for policing but would also submit its own case for additional resources.
- 5.2. The National Wellbeing Service had been launched at Ryton on 30 April in the presence of the Policing Minister and Andy Rhodes, the NPCC lead for Wellbeing. This national programme provided interactive services, guidance, a facility for psychological screening and an outreach van, among other services. Mike recognised the good work achieved by Jo Noakes' team to reach this milestone. The initiative was funded by a PTF grant and would continue to be supported.
- 5.3. Mike also commended the independent Non-Executive Directors for participating in their ride-alongs, acknowledging that these had involved some dramatic incidents. He encouraged them to participate in future ride-alongs with forces outside London. Jackie Smith and Christine Elliott both praised the support offered by their ride-along teams when dealing with difficult incidents.

Action:

Future ride-alongs to be arranged with forces other than the Metropolitan Police Service.

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6. Brexit Impact Group Update (BR)

- 6.1. As the Brexit date had been postponed until October 2019, the No Deal civil contingency plans had also been postponed. Mobilisation to support the Extinction Rebellion protests had provided a successful example of mutual aid at short notice, which was encouraging. College Brexit governance arrangements had been paused until later in the year and the next Strategic Capabilities Board would focus on the Spending Review.

Decision

The Board resolved to:

Note the update from the Brexit Impact Group

PART TWO – ITEMS FOR DECISION / DISCUSSION

7. 2019/20 Business Plan (MC)

- 7.1. Feedback provided in Board members' discussions on the draft Business Plan and Budget on 29 April had been incorporated in a revised draft, representing a significant rewrite.
- 7.2. Board members acknowledged the work done to reflect their feedback and raised the following additional queries and comments:
 - How would the Board monitor achievement of the key deliverables?

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Progress would be incorporated into performance reporting.

- Had Plan on a Page caused a change of direction in the Business Plan? What would the College do differently as a result of Plan on a Page?

The increased focus on connection had emerged from the discussions and work that culminated in the Plan on a Page. The new Business Plan was based on the current position and specific reference should be made in the introduction to this being a transition year to avoid suggestion that it involved nothing new.

- The approach to diversity needed further consideration as some good initiatives had been undertaken but more progress was required, particularly at the leadership level, and it needed to be given increased prominence.
- Concern was expressed that pay reform was referenced in the key deliverables. This should be removed as pay issues were outside the College's remit.
- How would the document be used for external engagement and the organisational design work?

A communications plan would be required.

- 7.3. All Board members were content to **approve** the Business Plan subject to the preceding comments.

Action

Amend the Business Plan as follows:

- (i) Strengthen the College's position on diversity
- (ii) Remove reference to pay reforms to maintain distance from pay issues
- (iii) Make express reference in the introduction to 2019/20 being a transition year.

Kate Husselbee/Dominic Finigan

Develop a communications plan for launch of the 2019/20 Business Plan. **All Executive**

Decision

The Board resolved to:

Approve the College's Business Plan for 2019/20.

8. 2019/20 Budget (MC)

- 8.1. Initial consideration of the 2019/20 budget had taken place at the 29 April meeting.
- 8.2. It was clarified that the high cost allocated to Fast Track Direct Entry (FTDE) in the direct grants budget table included superintendents' salaries for the first 18 months.
- 8.3. Comment was made that estate costs were noticeably high and that there was a need for an estates strategy. This was followed by a discussion on the need to develop a business strategy and determine the College's appetite for commercialisation. Business opportunities were available but there was an inherent tension between wanting to develop the business appetite and the use of public money to generate profit (albeit to be reinvested back into policing) which needed to be resolved. This would be brought to the Board for discussion once options had been identified.
- 8.4. Board members felt that the budget narrative did not make it clear what the College would be unable to do as a result of the 5% cut in grant funding. Kate advised that an increase in income would counterbalance some of the cuts but the income targets set would be challenging. Some pieces of work, such as the training offer

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were being paused, and services would be reduced, for example contact centre hours were being reduced. It was requested that this be more explicitly reflected in the budget narrative.

- 8.5. It was acknowledged that one of the challenges was that all Home Office ALBs were treated the same in that the budget cut had been applied equally, but it was evident to those Board members who attended the Home Office ALB induction session on 29 April that the College relationship with the Home Office was different from that of other ALBs.

Action

Initial discussion on the appetite for business development to be scheduled for a future board agenda. **Kate Husselbee**

Amend the budget narrative to demonstrate more overtly what the College cannot do as result of the 5% budget cut. **Kate Husselbee**

Decision

The Board resolved to:

Approve the College's 2019/20 budget.

9. Transforming our College update (BR)

- 9.1. Bernie O'Reilly advised that the focus so far had been on mapping the 'as is' which had proved very complex for such a small organisation. Engagement with the workforce had been extensive. The change narrative had been developed and demonstrated that bringing in an external resource had been the right decision. This was echoed by Board members, who were very positive about the change narrative document.
- 9.2. A centralised approach to recruitment decisions had been adopted through the creation of an Establishment Board. Although a risk had been identified that this could be interpreted by some as an indicator that the organisational design had already been decided, it was stressed that this was not the case and an organisational design consultant was being brought in to undertake this work. It was clarified that this would be a single consultant who would work closely with the Change Co-ordination Team.
- 9.3. Oliver Cattermole introduced the 4 month rolling plan. Phase 1 was the audit stage of the process, with desktop mapping and output from staff engagement events being analysed. This information and analysis would inform the work of the OD consultant but the Change Co-ordination Team would continue to refine it. Information about benefits realisation would become available following the OD work.
- 9.4. Board members asked when they would have an opportunity to discuss the 'to be'. It was explained that the OD consultant would develop some proposals in the autumn which would be brought to the Board for discussion. The Chair asked that an earlier Board discussion take place around the design principles that would guide the OD work. This could be added to the Development Day agenda.
- 9.5. A question was raised as to whether the process was being implemented quickly enough. Bernie advised that there was a balance to be struck between speed, budget and quality. The approach adopted sought to achieve a proportionate balance between quality and speed while remaining within budget. There was agreement that the timetable appeared appropriate. The Chair noted that this could be further explored when discussing the design principles.

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9.6. It was clarified that, although benefits realisation could be monitored by the Audit and Risk Committee, general programme risks would be monitored by the Board.

9.7. Board members were content with the approach proposed.

Action

Future change programme board reports to include a section on risk. **Bernie O'Reilly/Oliver Cattermole**

Design principles and future proposals to be discussed with the Board at the Development Day. **Bernie O'Reilly/Oliver Cattermole**

Decision

The Board resolved to:

Note the progress detailed in this paper

Agree a supplementary role in programme governance for the Audit and Risk Committee in relation to benefits realisation.

Note the core narrative setting out the case for change and, in particular,

Adopt the external section of the core narrative as a communications tool for Board members (attached at Annex B)

10. College Visual Identity Development (MC)

Simon Ward and Jeremy Shaw of Lloyd Northover joined the meeting, along with Zara Farrar.

10.1. Simon presented the visual identity design and explained how it had been developed. He advised that rebranding needed to be based on a core idea as well as a visual design. It represented an opportunity to change perceptions and had to provide the right design and the right messaging. He also demonstrated how the recommended brand architecture would operate.

10.2. Board members were unanimous in their support for the proposed design, which they felt was modern and flexible. They wanted to know about next steps, what the brand guidelines would cover and potential timings for launch.

10.3. Timing of the launch would be crucial for the rebrand to be viewed as a genuine change and there should be a correlation with the change programme. A balance should be struck between impatience and caution, as it would need to coincide with a point in the programme when the stated purpose of the College was closer to being achieved, for it to have maximum impact.

10.4. The Chair emphasised the importance of maintaining a strict embargo and not allowing any advance information to emerge. She observed that usage and development of the brand would need to be well controlled and creative, without allowing proliferation. She asked for a launch strategy to be discussed at a future Board meeting, to include consideration of risks, connectivity and timing.

Simon, Jeremy and Zara left the meeting.

Action

Proposals for a launch strategy for the new visual identity, to include issues around risks, connectivity and timing, to be scheduled for a future Board agenda. **Bernie O'Reilly/Oliver Cattermole**

Decision

The Board resolved to:

Approve the design route for further development

11. Introduction to Corporate Services and Business Development Directorate (KH)

- 11.1. Kate introduced her directorate, explaining that its purpose was threefold: the provision of digital services to enable connection with everyone in policing; infrastructure and support services to support delivery of the College's strategy and business activities; and business development to support the provision of products and services and financial sustainability of the College. It consisted of six areas, each led by a senior manager: digital and IT; Finance and Performance Improvement; People and Organisational Development; Business Services; Governance; and Business Development, with the last two areas having moved to the directorate as part of the director restructuring process. Two heads of service had recently resigned, with two having left at the end of 2018. Savings had been generated by redistributing the latter's responsibilities among other heads of service.
- 11.2. Kate presented her top five priorities for the year, which were Digital Transformation, Finance and Performance Improvement, Business Development, People and Governance. Asked if they would all be achieved, she advised that Digital Transformation was a major priority for which there was funding. The People priority would be impacted by the Head of People's departure, though this post would be replaced on a permanent basis. Progress may be less extensive than anticipated as it would depend on the people in post but all the priorities would be proactively pursued.
- 11.3. The Chair asked if outsourcing was being considered. Kate advised that estates management was already outsourced and consideration may be given to further outsourcing in the future but not at present. This was closely connected to the organisational design work and such areas were being run in tandem with the change programme to ensure coherence.
- 11.4. In response to a question from the Chair, Kate clarified that Business Services consisted of all areas which could be described as 'the machine', eg, estates, Contact Centre, Legal and Security. She would seek to rationalise further but, if reduced too far, the level of support offered would change accordingly. When asked what the right size and standard of service would be, whether gold standard or something below that, she indicated that it was improving but not gold standard. There was little self-service in the College because of technology limitations, which in turn limited the efficiencies which could be achieved.
- 11.5. It was asked if the length of the change programme was having a restrictive effect. Kate considered instead that having the right people in post was the most important factor irrespective of duration. The only potential issue would be that some posts may be filled on an interim basis.
- 11.6. It was acknowledged that this was a very large directorate which had acquired new areas of responsibility and it would be important to provide the right support to its director.

Decision

The Board resolved to:

Note the introduction to the Corporate Services and Business Development Directorate and top priorities for 2019/2020.

12. Management Updates

(a) Finance, Performance and Risk Report (KH)

- 12.1. Kate reported that the year-end financial position was a £200k underspend which was a positive outcome.
- 12.2. The internal audit on income processes had resulted in a limited assurance rating which was not unexpected given its close link to business development. The homeworking audit was given a substantial rating, an encouraging indication that the College was managing its growing homeworking workforce effectively. The 2019/20 internal audit programme would commence with audits on business development and counter-fraud, the latter being mandated.
- 12.3. The Strategic Risk Register was being refreshed to align with Plan on a Page. The revised register would be taken to the Audit and Risk Committee in June, then brought to the July Board meeting.
- 12.4. Mike indicated he was very keen for the Board to have a clear line of sight on the operational directorates. When the Key Performance Questions were presented to the Board in July, he would like the Board to be satisfied that the right questions were being asked and answered appropriately. It was decided that consideration of performance by reference to KPQs should be included as an early item at future Board meetings. It was clarified that the corresponding deliverables from the Business Plan would be reported on at the same time to ensure consistency.
- 12.5. It was suggested that, as there were 23 objectives, it would be useful to prepare some clear information on the priority items, for example the top three, for engagement with stakeholders. These may vary according to the audience. This could be considered as part of the broader communications strategy.

Action:

Overall performance of the organisation by reference to KPQs to be included as an early agenda item at Board meetings. **Governance**

Decision

The Board resolved to **note** the:

- (i) Updates to finance, internal audit, strategic risks, and current priority initiatives
- (ii) Internal audit opinion ratings for the Homeworking and Income Processes Audits
- (iii) Update on Key Performance Questions, the revisions, progress made and future planned work.

(b) Membership (MC)

- 12.6. Mike provided a verbal update on the College approach to widening access, and advised that a comprehensive paper would be brought to the July Board meeting.
- 12.7. Ongoing work fell into a number of key strands including: a communications plan; legal and GDPR implications; technology issues; a website content audit; development of the Ambassador network; and delivering regional Your College events to take the College to the frontline.
- 12.8. Board members agreed that communications would be key, and Bernie clarified that this would be considered as part of the discussions with Lloyd Northover.

Decision

The Board resolved to:

Note the verbal update on widening access

13. Home Office Protocol Review (HE)

13.1. Helen Elderfield reminded Board members that the Protocol formalised the relationship between the Home Office and the College, setting out their respective roles and responsibilities, particularly in light of the College's hybrid status as both an Arm's Length Body of the Home Office and a company limited by guarantee. The review had taken nearly a year but had finally reached a stage where both parties were reasonably content.

13.2. Helen drew out some highlights of the revised draft:

- Key points had been expanded to achieve better clarity
- A more comprehensive list of resources and documents had been included at Annexes C and D
- The majority of changes were formalising developments that had already evolved gradually over time
- Some changes had been made at the request of the College and others at the initiative of the Home Office.
- The College had successfully challenged certain points, for example the spending limit for marketing spend. The Home Office had maintained its position on others, for example the requirement at paragraph 6.3 to seek ministerial approval for strategic and business plans prior to publication, but had agreed to supplement this by signposting to the applicable guidance document.

13.3. The Chair felt that there was emphasis on the Board's responsibility to the Home Office but no corresponding responsibility of the Home Office to the Board. There was an expectation that the Board would be responsible for the success of the College and its strategy but there were instances when College work was dictated by external sources. This should be considered when discussing the role of the Board at the Development Day. Other Board members expressed the view that the revised Protocol was an unobtrusively positive document which could be made to work well for the College.

Decision

The Board resolved to:

Approve the revised Protocol with the Home Office

14. Committee Updates

(a) Audit & Risk Committee

14.1. The most recent Audit & Risk Committee had taken place on 4 April 2019. Clare Minchington advised that recent audits had focused on areas where it was anticipated improvement would be required, resulting in two limited assurance ratings this year. She had been concerned that this may be reflected in the overall rating, but the indication was for a moderate overall rating.

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Decision

The Board resolved to:

Note the update from the Audit & Risk Committee that took place on 4 April 2019.

(b) Members' Committee

14.2. Robin Wilkinson reported that the Members' Committee meeting on 2 April had been more positive than anticipated. Attendee numbers had not been high but there had been good communication from all sides which was encouraging. The College could gain better value from this group.

14.3. Mike commented that they had engaged very positively with promotion of the wellbeing initiative and were receptive to doing more for the College.

Decision

The Board resolved to:

Note the update from the Members' Committee meeting held on 2 April 2019.

PART THREE – CONCLUSION OF BUSINESS

15. Any Other Business

15.1. No additional matters were raised for discussion.

16. Review of the meeting

16.1. It was noted that Board engagement with development of the Business Plan had been very effective and that their views on the visual identity and a slower approach to its implementation were very encouraging.

16.2. Mike commented that the meeting had emphasised the urgent nature of the Board development day, with discussions required around the purpose of the College going forward and the relationship between the Executive and the Board.

17. Close of the meeting

17.1. There being no further business the meeting was closed at 13:32.

Date of next meeting: 3rd July 2019

Name of Chair: Millie Banerjee