



Independent College Advisory Panel

Date:	16 February 2017
Meeting time:	16:00 -19:00
Venue:	Riverside House, St Paul's and Tate, London

Attending College Representatives	
Alex Marshall (AM) College of Policing Chief	Kate Husselbee (KH) Director of Corporate Services
Vaughan Willmore (VW) Strategic Planning Lead	Rachel Cloughton (RC) ELCA Manager
Giselle Lockett (GL) Faculty Lead: Professional Development & Integrity, Business Areas	Florence Agyei (FA) Head Of Human Resources
Jo Smith (JS) ELCA Secretariat	Lucy Stewart Winters (LSW) – Ethics & Standards Development Manager
Melda Squires (MS) Legal Advisor	Ruby Chahil (RCh) -Actions / Minute Taker
Attending Panel Members	
David Carrigan (DC) - ICAP Chair	Suzanne McCarthy (SM)
Abigail Lammas (AL)	Gurvinder Sandher (GS)
Mohammed Basharat (MB)	
Dialed in	
Anne Taylor (AT) Company Secretary	Shindo Barquer (SB)
Victoria Martin (VM) Board Member	Ama Dixon (AD) – Project Manager
Apologies	
Laura Costello (LC)	Rachel Tuffin (RT) Director of KR & E
David Buckle (DB)	Ray Marley(RM) Policing Standards Manager

OPEN SESSION			
No	Title	Action	Action Owner
1.	Welcome and Introductions		
1.1	The minutes of the 13 July 2016 were an accurate record to the meeting.	Secretariat to publish	JS
1.2	Actions from previous meeting 2.5 Recruitment of CoP Chair AT updates that the post will be advertised on the 17/02/17 and post filled by May.	AT will share link to the advertisement	AT
1.3	1.6 Equality Impact Assessment RC will address this under item 7.		
1.4	1.7 Staff Survey DC noted the ICAP's equality and diversity questions were not included in		

	<p>the final copy of the staff survey. This was disappointing. DC wants the ability to understand the culture surrounding diversity and equality to help ICAP position themselves with staff.</p>		
1.5	<p>1.8 HASC response DC noted this should be an agenda item at a future meeting.</p>	Secretariat to liaise	JS
1.6	<p>Board Recommendations 2.5 Board Engagement DC welcomes attendance from Board members.</p>		
1.7	<p>2.7 Board Papers DC noted clarity needed on what is expected for the EDHR section.</p>		
1.8	<p>2.9 Vetting RM sent his apologies. DC asked RM to attend the May meeting. GL confirms that Ray will be leaving the College in March 2017 and his replacement, Jackie Alexander will be notified about the next ICAP meeting.</p>	Secretariat to invite Jackie Alexander to May ICAP	JS
1.9	<p>PEQF Update 5.4 PEQF Board Membership Update Further update at May meeting.</p>	Include update at May meeting	JS
1.10	<p>Equality Impact Assessment (EQIA) 6.1 Four questions to the ICAP Board. RC will provide update under item 7.</p>		
1.11	<p>7 PDRs and ToR Will be discussed on a future date.</p>		
2.	<p>Update from Alex Marshall</p>		
2.1	<p>AM updated on two major pieces of work. The PEQF and License to Practice (LTP). The PEQF framework has been agreed, the main change resulting from the consultation was to increase the profile and use of the degree apprenticeship route.</p>		
2.2	<p>AM discussed the Introduction of LTP for high risk areas of policing. AM confirmed wide support for this approach.</p>		
2.3	<p>AM raised the ICAP's relationship with the College. AM asked what the Executive can do to engage in a more meaningful way with the ICAP, he questioned whether the ToR and are</p>		

<p>2.4</p> <p>2.5</p>	<p>purpose correct at present.</p> <p>KH agreed to look at the issue for the Executive, to consider what works well, what needs to change. An ICAP review and revision to Terms of Reference are likely to follow. MB was happy to be involved in a review, DC agreed. KH confirmed she would be looking at an overall strategy for Equality, Diversity and Inclusion in the College over the coming months. The ICAP would be an interested party in the forward strategy.</p> <p>DC noted the ICAP's continued commitment to supporting the College. AT suggested DC be invited to present a session on the ICAP at a future Board Development Session.</p>	<p>KH to prepare proposals on how to improve the ICAP/College relationship for the May meeting.</p> <p>AT to liaise with DC</p>	<p>KH</p> <p>AT</p>
<p>3.</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p>	<p>Board Recommendations – Item 3 Recommendation 1,2,3 and 4</p> <p>KH asked how the recommendations were agreed with the College and Executive.</p> <p>Recommendation 1 - FA provided an update, some anonymised diversity data had been shared with DC. The information had now been reconciled with the CEO's Equality and Diversity survey This would be used to help set up as a baseline for the Equality objectives. A Performance and Resourcing Manager post has been created to lead on monitoring workforce data.</p> <p>Recommendation 2 GL updated on the external facing work for including value and difference, its remit and future ambition. She discussed the networks the College works with and noted activities such as reverse mentoring pilot. GL was happy to pass papers of relevance from the network to ICAP and welcomed ICAP to nominate a contact to attend meetings. DC asked if work on BME progression had been superseded.</p> <p>DC stated that there should be an external facing equality objective. He felt regular monitoring and equal pay audit should be part of an equality objectives. He asked AM if they are challenging enough.</p> <p>AM noted the challenge, it's a new area and may be problematic given lack of information</p>		

<p>3.6</p> <p>3.7</p> <p>3.8</p>	<p>and current systems, so it felt right to focus on the year ahead. AL felt it would be helpful to discuss the outcome of the objectives and how successful they are/have been. KH agreed.</p> <p>DC asked if a poll/survey could be conducted to check staff understanding on the delivery of equality in the College.</p> <p>KH noted the College needs to think about what type of Equality, Diversity and Inclusion strategy it wants as an organisation. Any engagement we have with staff needs to be form part of a strategy going forward.</p> <p>SM would like to see the plans to deliver this strategy. SM has suggested to see the plan whilst in development.</p>	<p>KH to share thoughts at May meeting.</p>	<p>KH</p>
<p>4.</p> <p>4.1</p> <p>4.2</p>	<p>Member updates</p> <p>DC provided an update on his meeting with CEO and Interim Chair.</p> <p>He discussed engagement outside of meetings with the Panel, what to receive and how. SM preferred meetings on College site and wanted clarity on what decisions were required for each agenda item</p>	<p>Secretariat to liaise</p>	<p>JS</p>
<p>5.</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p>	<p>Business Plan</p> <p>VW discussed priorities for 2017/18. The plan includes a five year strategy and Policing Vision for 2025. The Business Plan also talks about what the College Board wants to achieve.</p> <p>VW noted items which may be of interest to ICAP, including membership, apprenticeship scheme, National Policing degree and development of future leaders.</p> <p>VW introduced a slide on the Corporate Risk Register and how the College will manage risk. He will share a copy of the plan when finalised</p> <p>AL felt there was a lot of activity, was this achievable and how could reprioritisation be made in year? VW asked what assurance ICAP needed, DC was interested to see operational plans.</p>	<p>VW to share document</p>	<p>VW</p>

<p>5.5</p> <p>5.6</p> <p>5.7</p>	<p>SM was keen for the Panel to explore apprenticeship, direct entry, education – these all had links to equality and diversity</p> <p>VW felt these were good areas for engagement and suggested a forward plan for ICAP to fit with their review.</p> <p>MB was concerned how the elements link to “end users” – and noted the use and importance of marketing. SB asked about expected impact on “grassroots” level.</p>			
<p>6.</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p>Ethical Health Check</p> <p>LSW provided an update on the findings and recommendations of the health check, to make the College a more ethical organisation.</p> <p>The College wants to be an exemplar to the rest of the profession. The health check will help develop a baseline against which we can measure performance and establish an ethical framework. The measures used are taken from the Committee for Standards in Public Life and cover six elements; Leadership, Board and Staff, Internal Control and Accountability, Recruitment and Progression, Appraisal, Promotion and Reward and Acting on feedback from Suppliers and Members of the public.</p> <p>LSW also used the Staff Survey findings to help evidence findings. LSW discussed the findings and recommendations for each area. Key areas of focus include the appraisal and competency values framework.</p> <p>The ICAP were grateful for the update and supported the healthcheck.</p>			
<p>7.</p> <p>7.1</p> <p>7.2</p>	<p>Equality Approach</p> <p>RC updated the panel on work to improve Equality Impact Assessments and talked about culture; how we can grow equality, ethical thinking and data protection, the rights of the individual. RC also discussed the Public Sector Equality duties and Reasonable Adjustments.</p> <p>RC discussed resource and support in the College. Legal Services are aligned to the four faculties which support the business and grow expertise so that the College can respond to FOI and requests more effectively.</p>			

7.3	RC noted the challenge in delivering on equality and wanted ICAP to be a part of the support and challenge.		
7.4	KH the Executive needed to think about a diversity strategy for the College to bring together activities, setting out where we are and where we want to get to. A key part of this would be engaging with College staff. She would share thoughts at the May meeting	KH to update on the College's plan for a diversity strategy in May	KH
8.	Way forward and next steps		
8.1	DC discussed wider issues around ICAP and its role going forward. The ICAP needs to work with staff across the College. ICAP want to use their forward structure to maximise impact of contribution from officers and members.	Secretariat to evaluate value of circulating information	JS
8.2	RC asked if the number of updates should be reduced between the meetings. All agreed on this. DC agrees to keep the panel in the loop but only for specific issues and that are relevant to them.		
9.	AOB		
9.1	VW thanked DC, because in the past year DC has helped the College review some high profile and difficult complaints, and has done so with grace and with no personal benefit. DC provided healthy critique, without being overly critical.		
9.2	KH emphasised the importance of robust discussions it's not always important everyone agrees, we are all enthusiastic to voice our opinions.		
	Next meeting 4pm May 4th 2017 – Riverside House		