College of Policing

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Independent College Advisory Panel

Date:	13th July 2017	
Meeting Time:	16:00-19:00	
Venue:	Riverside House, St Paul's and Tate, London	

Attending College Representatives	
Helen Ball (HB) Strategic Leadership Advisor	Kate Husselbee (KH) Director of Corporate Services
Melda Squires (MS) Legal Advisor ELCA	Rachel Claughton (RC) ELCA Manager
Jon Hubbard (JHu) EDHR Advisor	Vaughan Willmore (VW) Strategic Planning and Public Interest Lead
Jo Smith (JS) Ethics Integrity and Public Interest Manager	Ama Dixon (AD) PEQF Equality and Regulations Senior Advisor
Jonathan Hopkins (JH) Head of Marketing and Communications	James Strugnell (JSt) Actions/Minute Taker
Attending Panel Members	
David Carrigan (DC) – ICAP Chair	Suzanne McCarthy (SM)
Mohammed Basharat (MB)	Laura Costello (LC)
Dialled in	
Abigail Lammas (AL)	Gurvinder Sandher (GS)
Apologies	
Shindo Barquer (SB)	

DC noted the meeting has been delayed until today due to election and purdah.		
1	**Minutes from last meeting**	**Actions**
1.1	**DC** Issues of accuracy - no problems reported.	Minutes to be published on website (ELCA)
1.2	**KH** gave an update on recruitment for the Chair, who may not be appointed until September. As it is a Home Office appointment the College has had less input into the process. The interim Chair is likely to continue in post until a replacement is appointed. For the CEO post, interviews were held on 11 July and a candidate has been recommended to the Home Secretary. A formal announcement was not expected before the summer recess. DC had been involved in the recruitment and noted the focus on culture and public interest.	Secretariat to inform ICAP as soon as any announcement made
1.3	**JS** updated on the Home Office Select Committee inquiry "Policing for future". The new Committee has been formed post-election and has the option to pick up on their predecessor's policing inquiry.	Secretariat to liaise with Stakeholder Manager
1.4	**RC** on vetting - the College is still waiting for Home Office feedback on the Code of Practice. Jackie Alexander is the new College lead.	Vetting for future agenda (Secretariat)
1.5	**AD** updated on PEQF - by the end of July the draft EIA will sent for consultation. ICAP noted concerns about its quality assurance. AD confirmed it will be shared with the ICAP and members, who will also be invited to attend a focus stakeholder event planned later in the month.	AD to share EIA and date for event
1.6	RC noted a new internal process to combine Equality, Privacy, and Business Impact Assessments. This is to standardise and encourage consistency and, build capability and awareness in the College.	

1.7	**DC** noted the Staff Survey results have not been shared. VW commented the survey was positive overall, and there is a detailed action plan to address areas highlighted in the findings. The areas to concentrate on included: homeworker isolation although, others liked the flexibility. Some felt there was too much travel and there was a sense staff still need to understand the remit of College.	Secretariat to share results.
1.8	MB would like to see the report from a wellbeing perspective, VW asked him to share good practice from his own organisation/experience	MB to consider and report back
2	**ICAP Terms of Reference (ToR) KH lead**	
2.1	KH met with DC in April and they discussed how the ToR might look and what it might include. It should have a more modern feel, clear purpose, clarify reporting lines to the Executive and focus on working together.	
2.2	**Discussion points**: The panel are supportive and asked how success would be measured, particularly for panel members. They liked the "relationship section" and a more concise definition of the relationship between ICAP and College staff would be helpful.	
2.3	KH reaffirmed that responsibility for EDI is with the Executive and not the Board. The ICAP will support the Executive in this task. SM noted the College should approach ICAP rather than look for it to be proactive.	
2.4	Further drafting was needed in response to the points raised. It was agreed the ToR would be reviewed annually.	Secretariat to redraft and circulate
2.5	The Executive would sign off the final TOR.	Secretariat to update Executive
3	**Valuing Equality, Diversity and Inclusion Strategy (VEDI) – VW/MS lead**	
3.1	VW / MS described the process made to date in developing the strategy. This included research of both the public and private sectors and the College's chosen model aligns with the Home Office's. A working group has been set up to discuss the vision and will develop an action plan. This will be for internal purposes only.	
3.2	**Discussion points:** The Panel were supportive and noted there was no measurement of how the aims will be achieved. VW stated the staff survey will give baseline measures and these will be explored at the next working group meeting on the 31st July.	
3.3	**Trust:** DC asked whether a lack of staff trust could undermine the strategy. KH felt the College trusted staff to work from home and to use agile working responsibly. The College is encouraging a more open environment for people to comment and report issues. This may have an impact on future measurements.	
3.4	The Staff survey had a 73% response rate, it was reviewed by an external organisation and was within acceptable tolerances. Like many surveys there are gaps, for example, disability and sexual orientation information. The College will be looking at why information is blank and will address this as part of the ongoing strategy to understand its workforce.	
3.5	**Staff interaction**: DC noted if the staff survey is the only way to interact with staff, different questions are needed. Including asking	

	about personal experiences and what staff witness. People are more likely to report other colleagues' experiences than their own.	Secretariat to pass to HROD to consider.
3.6	RC referred to work helping to influence culture such as the new whistleblowing hotline and embedding the Code of Ethics, where people are empowered to challenge, ask difficult questions and have conversations without consequence.	
3.7	**Development**: MS confirmed VEDI will develop and change as more data becomes available, the next version of VEDI will include a comparative element.	
3.8	**Case studies and examples**: The panel felt the inclusion of examples to further explain the text would be helpful and allow people to picture what is meant as an easy road map. People should "see and feel" what's different. VW liked the idea and agreed it could include case studies. HB felt it was really important that wider policing see good practice from within the College.	Working Group to consider.
3.9	**Roles:** AL felt the statements were end points, rather than the processes to achieve them. It could be useful to breakdown the roles of managers, leaders and wider College in achieving aims.	Working Group to consider.
3.10	**Pulse check**: A check could measure staff understanding and awareness. VEDI needs to be embedded. KH confirmed the document should run as a thread through an employee's life cycle, DC agreed and noted the involvement of people should be stated in the strategy.	Working Group to consider.
3.11	**Papers** - SM felt equality and diversity elements were essential within Board papers, to be uniquely applied in relationship to the paper and not generically applied as a tick-box exercise.	Working Group to consider, liaise with CEO Office.
4	**Review of Strategic Command Course (SCC) and related Assessment Centres – HB lead with JHu and AD**	
4.1	HB noted the key findings from her review; too few people were coming through to senior roles – especially from minority backgrounds and change was likely to be a slow process.	HB to provide breakdown of people attending and passing course
4.2	**Discussion points:** The panel welcomed the paper and comments included; what was the long term thinking on recruiting, would options include bringing leaders in as leaders from the beginning of their service as well as from the top?	
4.3	MB raised the following; is the reason recruitment levels are low the SCC process itself, or the level of skills required to pass? Are universities the right place to target candidates, and are there other career paths that have transferable skills which could be investigated, opening up opportunities and increasing potential candidates?	
4.4	Are lay assessors excluded? Was there scope for looking at the existing Civil Service as this could provide a pool of talent?	
4.5	There was also discussion on why take up was low - was there too much responsibility for individuals?	
4.6	HB would like to see a bespoke Superintendent direct entry scheme, in five years the candidates would then be coming through the SCC. A new marketing lead had been brought by the College to assist.	

4.7	**Encouragement:** the College is involved in the Positive Action Mobility Alliance, taking and sharing best practice from across forces. The panel suggested an early career route for leadership to assist long term planning. Potential Senior Officers need to see their senior leaders on good days not just the bad ones and, have realistic expectations.	
4.8	**Roles:** The College role needs clarity on when it's leading, mandating and facilitating on recruitment. HB stated the College wants a leading role for increased equality and diversity in relation to under-represented groups. The College can be seen as a more open place to nurture in a way that some forces cannot. Workshops have been held and are being conducted online (webinars) to increase access and to try to demystify processes. The panel suggested compulsory workshops for Superintendents to increase their understanding and help raise awareness.	
4.9	**Representation:** DC noted consultation with Black Police Groups revealed a perception of a glass ceiling, he felt more action was needed based on the available data and findings. AD noted the College is working with staff associations to increase the data pool on representative groups and interaction with officers on the ground. GS asked about the recruitment of independent assessors, HB confirmed that the College has asked senior police officers for recommendations. GS suggested AIG groups	
4.10	DC asked if there were links to the Army/Navy on what works? HB confirmed the College is sharing good practice with the military about leadership development. RC noted constant media scrutiny as a further barrier, HB agreed the SCC needs people who will embrace this.	
5	**Marketing Strategy JH lead**	
5.1	JH stated the college currently has a one-size fits all approach. To stand out in the policing landscape it needs; an evidence based strategy; to be clear on the audience; make greater investment and; a change to the quantity and quality of marketing.	
5.2	The College has identified four areas for investment; segmentation, brand development, social media and PR. JH noted marketing spend approval is needed by the Home Office and Home Secretary - this was in progress.	
5.3	**Discussion points**: AL noted; segmentation works best when it creates personas. It is useful to bring your different audiences to life with personification of segments. For branding, the use of the Chartered Institute of Marketing might be a good approach. If using agencies it was key to ensure they know the College context and College staff know how to continue when the agency leaves the project.	
5.4	The College is locked into using Crown Agents for procurement which reduces flexibility and choice for partnerships. It is aiming to learn from working in partnership with an agency and will be recruiting its own people to the project as well. JH is aware how important it is to own the marketing.	JH to explore any flexibility on use of provider

5.5 **5.6** **5.7**	**Social media**: LC had concerns on the volume and weight of social media and the College's capacity to respond. JH noted the College has little voice / presence and no way to challenge at present. Social media will be used proactively, e.g. through publishing short form videos. There was no intention to respond to every tweet. **Evaluation:** DC asked about current baselines and what was the strategy aiming to solve? JH commented that understanding why frontline staff did not engage with the College was key to the strategy and its success. An evaluation budget for metrics was included in the strategy plan and the core narrative will be reassessed for internal and external engagement. AL was more than happy to help at procurement stage and consider any documents. This support was welcomed.	Secretariat to pass on AL contact details
	AOB/Closing Comments	
	SM	The 'Agenda' and 'Papers' were considered to be more clear and manageable.	
	Next meeting confirmed for Thursday November 2ⁿᵈ, RSH	