MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS

Title of meeting College Board of Directors
Date 29 June 2016
Venue Room 1.01-1.02 Riverside House London

Board Directors
Dame Shirley Pearce (SP) (Chair) Alex Marshall (AM) (Chief Executive Officer)
Millie Banerjee (MB) Victoria Martin (VM)
Katy Bourne (KB) Prof Larry Sherman (LS)
Christine Elliott (CE) Gavin Thomas (GT)
Suzette Davenport (SD) Robin Wilkinson (RW)
Sir Denis O’Connor (DOC)

Other Attendees
David Buckle (DB) Director, Membership & Business Development
Malcolm Cornberg (MC) Director, Corporate Services
Rachael Harley (RH) Clerk to the Board
Jon Hopkins (JH) Head of Marketing & Communications
Sam Peach (SPe) Curriculum, Assessment and Accreditation
Matthew Peck (MP) Lead
Anne Taylor (AT) Company Secretary
Rachel Tuffin (RT) Director, Knowledge, Research & Education

Agenda Item 1 - Welcome and administration
1.1 In her opening remarks, the Chair congratulated a number of College staff and Board Directors on their recent honours. In the Queen’s Birthday List, Clive Brooks and Michael Brown had both become Officers of the Order of the British Empire for services to policing, having led on disaster victim identification and mental health respectively, and Suzette Davenport had been awarded a Queen’s Police Medal. Larry Sherman had become a Swedish Knight, appointed to the
Royal Order of the Polar Star, by King Carl XVI. He was honoured in recognition of his services to Sweden in helping to establish the Stockholm Prize in Criminology, now in its eleventh year. The Board added their congratulations. The Chair thanked all concerned for their positive input to the Development Sessions on the What Works Centre (WWC) and the Police Educational Qualification Framework (PEQF) that had taken place before the formal Board meeting. She noted that the WWC issues would come back to the Board in September.

(ACT 290616-01) – WWC - NT/RT to bring proposals for the future of the WWC to the September Board for formal decisions. (This to include resources, internal and external funding, impact on other work and compelling communications).

1.2 The Chair opened the meeting formally and noted that: it had been duly convened; notice of the meeting had been given to each director; the meeting was quorate; there were no apologies; the items starred on the agenda would not be discussed; and the CEO had un-starred his update.

1.3 The Chair asked if there were any declarations of interest. None were declared.

1.4 The Chair asked if there was Any Other Business. No items were raised.

1.5 The Board agreed that the minutes presented were an accurate reflection of its 27 April meeting. The Board also agreed that the actions logged were in hand or were to be addressed within this meeting.

Agenda Item 2 - Chair’s Update

2.1 The Board had received the Chair’s written update. This was a starred item and was not discussed. The update had included the following issues.

- On 3 May, the Chair had spoken at the College’s first CPD event for Chief Constables. External speakers included John Manzoni, chief executive of the Civil Service, and Kevan Collins of the Education Endowment Foundation. The event was well attended and generated positive feedback. A further event will be held in November.

- With the CEO, the Chair had attended the graduation of the first cohort of direct entry Superintendents. The Home Secretary presented the certificates at a moving occasion that showed the commitment and effort the graduates and the College staff had put into the programme. The College will continue to offer support to the cohort and learn from their experience.
• The Chair led a second meeting with key partners to take forward the shared agenda on promoting consistency across policing. The discussion focussed on vulnerability and the contribution that each partner could make to improve consistent public service delivery in this area. The College will take forward research on vulnerability to inform a new single definition that will be implemented by all. The notes of the meeting will be shared with the Board.

• With Rachel Tuffin, the Chair addressed an event for newly elected PCCs, speaking about the challenges of building professionalism in policing and the role of the College in standards, education and knowledge. A number of PCCs stated their intention to engage further with the College.

• The Chair spoke at a conference to mark two years since the launch of the Code of Ethics. She focused on the core role of individual personal responsibility, supported by the code of ethics, in the professionalism of policing.

• On 15 June, she met the Home Secretary who was interested in the College’s work towards developing licence to practice arrangements. The Home Office will consider future legislation to underpin powers for the College to hold and maintain registers of those licenced to practice in certain roles. Other items discussed were the Police Transformation Fund, consistency in policing, the College’s consultation on Media Relations Authorised Professional Practice and international policing assistance.

**Agenda Item 3 – Chief Executive’s Report**

3.1 The Board had received the CEO’s written update that was un-starred. AM highlighted the following issues.

• The College has been working with members of the National Undercover Working Group to update the Undercover Policing APP, reflecting changes in the law and addressing some of the concerns raised in recent reviews of covert policing. The six-week public consultation started on 29 June and had attracted significant media interest.

• In May, the College launched a public consultation seeking feedback on draft media relations guidance. The related new APP will take account of recommendations from the Leveson Inquiry into the Culture, Practices and
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Ethics of the Press (2012), and Her Majesty's Inspectorate of Constabulary (HMIC) report “Without fear or favour”, published in 2011.

- Aligning resources – as part of its work to align the College’s resources more effectively to its priorities, the Executive has conducted an initial review of the College’s training. Following an informal consultation with staff, the Executive will decide what training should be ceased. Future staff retention will be a key consideration in the final decision.

- International work - Recent national coverage had touched on the College’s work and Human Rights, with questions being raised about the UK’s involvement with certain regimes. Specifically, the College’s training of Saudi Officers in forensics and evidence gathering has been mentioned. The Board had previously agreed the internal assessment and decision-making process in this area, particularly where there may be ethical concerns. The College continues to monitor the use of its courses to ensure they align with objectives and the Code of Ethics and that work is agreed with the Board. The College rebutted the assertions made by the media coverage in a press statement and has continued to make available a full FAQ on its international work on its public facing website.

- Licence to Practise - The College has been considering the elements that may be required in a police licence to practise for high risk areas. The current working definition is: “A licence to practise is a requirement for a standard qualification in a specific skill area which has three elements: a College accredited qualification; a continuing professional development (CPD) requirement; and a maintained register of those who are qualified. The College has taken significant steps towards introducing a licence in some areas, most notably covert policing, and has agreed to take forward a formal scoping exercise in the area of vulnerability.

- Police Reform and Transformation Board (PRTB) - The National Police Chiefs’ Council and the Association of Police and Crime Commissioners are continuing to progress the work of the PRTB. AM is a member and leads on all aspects of the board’s business relating to workforce. Part of the PRTB’s work has included helping to facilitate the process by which the Home Office’s Police Transformation Fund will be administered. The College has notified the PRTB of its intention to bid for funding from this year’s allocation to cover: the re-design of the Police Professional Framework; the next stage of Assessing and
Recognising Competence project; and additional activity around vulnerability and child abuse.

3.2 In response, the Chair asked the CEO to update the Board, at its September meeting, on the outcome of the review of training and the College’s training principles, including a clear accreditation process for those areas where the College will set standards. She also asked for the issues relating to the College’s international work to be brought to the Board soon and then at regular intervals.

(ACT 290616-02) – CEO Update - AM to bring an update on the review of training to the September Board.

(ACT 290616-03) - CEO Update - The College’s international work to be considered by the Board.

Agenda Item 4 – Leadership Review

4.1 The Board had received a report from RT that included a recent update across the programme and an indicative assessment of delivery one year after the publication of the review. RT offered to share the latest update with the Board following the Oversight Group meeting in July. In summary, she noted that overall progress had been good, the implementation plan was on-track and the work on the long-term aims were in hand. As the implementation of the review’s recommendations requires a significant change programme, over several years, the programme team had carried out a 1-5 gap analysis (with 1 being the smallest gap) against the delivery of those recommendations on which the College leads. The indicative analysis found reasonable progress, with appropriate plans in place to address any identified gaps. Most of the recommendations were rated as 3 while recommendation 5 - national advertising of all vacancies - was rated as a 4. RT also informed the Board that the College had worked with HMIC, NPCC and forces to develop ‘Police Leadership: Guiding Principles’. The principles will support all the areas for improvement identified in the review and will form part of HMIC inspections.

4.2 Recommendation 2 – Rank and Grading – has a clear link to the Police Education Qualification Framework (PEQF) and the Board learned that there had been some negative views about the reduction of police ranks. Directors considered the more positive messages that may be communicated, including the greater focus on roles, levels of responsibility and values, rather than rank. This recommendation is led by the NPCC Workforce Lead and the Chiefs’ Council was to consider the latest
proposals on 13 July. AM reminded the Board that the Policing and Crime Bill gave the powers to draft regulations on police ranks to the College.

4.3 The Board acknowledged the progress made and the greater detail provided for their consideration, including an effective info-graphic. SP asked the Executive to ensure the speediest progress across all of the recommendations on which the College lead and asked AT and RT to consider the most effective way for the Board be kept up to date.

\(\textbf{(ACT 290616-04)}\) - Leadership Review - AT/RT to send the latest Leadership Review update to the Board, when available.  
\(\textbf{(ACT 290616-05)}\) – Leadership Review - AT / RT to consider how the Board is updated most effectively on the progress of the Leadership Review.

**Agenda Item 5 - Membership Update**

5.1 The Board had received an update report from DB. This had comprised a summary of the work to grow membership and the high level Membership Project plan that sets out the time-line for the membership services and products. The documents had been shared, initially, with Robin Wilkinson, Vicki Martin and Christine Elliott, who had agreed to be involved with the Membership programme between Board meetings. DB added that the data on membership numbers would form part of the Executive’s quarterly performance report to the Board.

5.2 The main focus of the following discussion was the recent IT problem that had meant the College having to close down the membership platform shortly after it had gone live to “early adopters”. DB explained that the issue was most unusual and work was underway to fix the problem, test the fix and gain wider reassurances. The latter would include an understanding of what happened and why before the platform would go live again. He confirmed that a major review was in hand and he was chairing a Gold Group. In response to a question from MB, he said that the review was internal and led by colleagues who had been involved with building the platform. MC added his confidence in the knowledge and effectiveness of the colleagues concerned in the review. AM noted that while there were risks in the platform being down, the greater risk would be going live again too soon. While the Board recognised the work in hand to fix the platform, it also made clear the major risk to the College of this further delay that meant it could still not begin to build its membership nor communicate with its individual members directly. The Chair noted that the first two corporate risks on the new risk register referred to the impact of the reputation of the College being affected
adversely and the failure to deliver a compelling membership offer. The Board asked to see the data and feedback from those have who been able to use the platform and the future timeline for developing the membership and for RW, VM and CE to continue to support the executive.

(ACT 290616-06) – Membership - DB to provide the Board with the data from those who have accessed the platform, including numbers and feedback, and the timeline for other forces, with potential numbers.

**Agenda Item 6 - PEQF**

6.1 [Secretary’s Note - This item was taken at the start of the formal Board meeting as the PEQF had been the subject of a Board Development Session immediately before the main meeting.] SPe and RT spoke to the paper that the Board had received. They set out: the progress across the programme: an indication of the recommendations that the Board may be asked to consider in September; and a request to approve the development of a higher level apprenticeship (HLA) at degree level for police constables as one route of entry into the service. The update covered all of the work streams: Communications and Engagement; Recognition Accreditation and Progression; Initial Education Programmes; Rank Qualifications; and Policy, Evidence and Evaluation. Recent highlights included: significant national engagements with stakeholders; progress in the work to assign Higher Education academic levels for core elements of the National Police Curriculum; developments in the approach to a qualification framework at Masters Level for Superintendents; and work on the equality analysis that will be presented to a challenge group, including the College Independent Advisory Panel.

6.2 The main focus of the Board’s consideration was the initial education framework and, particularly, the development of the HLA in policing for constables. The main issues to be considered were: the level of the HLA, its duration and the related changes to regulations. SPe explained that a draft HLA standard for the role of police constable had been subject to a consultation that had closed on 24 June and that a final version would be presented for endorsement by the service on 14 July. It would then be submitted to the Department of Business, Innovation and Skills (BIS), by the trailblazer employer group on behalf of the service, by the end of July. Work was also underway on the development of a national specification for a degree level qualification and the development of the nationally agreed standardised apprenticeship assessment plan. She made clear that the governance arrangements for apprenticeships means that there can be only one
approved national standard for each role and, therefore, this standard would be the only one considered by BIS for police constables.

6.3 The Board discussion focused mainly on the issues around the level and the length of the apprenticeship and the Directors considered the analysis of individual responses from the recent consultation on the PEQF. The outcome showed broad support for the overall framework, a national system for accreditation and consistent requirements across forces and mixed views on multiple entry routes into policing and the education levels at six and seven for constables and superintendents. The Board agreed that a level six, (degree equivalent) was the appropriate level for constables, given the future challenges, increasing complexity and higher level skills required to do the job effectively. It noted that most constables were, arguably, working at level six already but were not receiving the recognition for their skills, knowledge and responsibilities. In relation to the length of the apprenticeships, the Board agreed that, given individuals would be studying for a degree (which is usually completed over a three year period on a full-time basis) whilst also working, the minimum duration for the apprenticeship should be three years. It noted that there could be high failure rate, significant drop-out and a potentially negative impact on the diversity of the apprentices if the period was any shorter. The implications of the three year duration would mean that regulations would need to be reviewed and amended in relation to the probation period.

6.4 For its September meeting, as well as an overall update, the Board asked for details on: the HLA finances, including internal and external funding and income; how the College will bring in the necessary expertise from Higher Education to support the programme; and a strategic communication plan covering the rationale for a level six qualification over three years, the opportunities for current officers and staff to gain accredited and publicly recognised qualifications based on specialities rather than rank and initial entry routes, including self-funded degrees and graduate conversions.

6.5 The Board recognised the excellent work on the PEQF and particularly the impressive development of the HLA within in the demanding external timelines. While they have added to the challenges within this major programme, they have also been helpful in that the timing and the financial incentives of the levy has created a strong motivation across policing to push forward on the degree level qualification and the standardised apprenticeship assessment plan. The Chair noted that the SP, LS and GT offered to support the programme team as needed.
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Decision – as recommended the Board approved the development of a level six, three -year degree level apprenticeship for police constables as one route into the service.

(ACT 290616-07) - PEQF - RT and SPe to work with JH to develop a communications plan for the PEQF overall, for the next Board. (This to include clear messages re the accreditation of current skills and knowledge and the issue of graduate entry to policing).

(ACT 290616-08) - PEQF - RT and SPe to work with JH to develop specific communications soon relating to the HLA, including the rational for Level 6 Apprenticeship Qualifications.

(ACT 290616-09) – PEQF - Executive to engage with SP, LS and GT between meetings.

Agenda Item 7 - Management Reports

7a) Performance and Risk Report

7.1 The Board had received the Performance and Risk Report and MC talked through the main issues. He noted that the report set out the details of performance during the first two months of the 2016/17 financial year and a number of significant changes in the management of performance and risk. They included: the establishment of a Performance Management Group chaired by the CEO; monthly internal reporting against the 2016/17 Business Plan deliverables; an evidence-based approach to the red, amber and green (RAG) ratings for each deliverable in the 2016/17 Business Plan; a College Performance Scorecard that relates 2016/17 performance to the 2020 vision; and a revised Corporate Risk Register. The report also included a review of the College’s performance against the 2015/16 Business Plan. The examples of performance in the two months on the current year were: the launch of membership to College staff; membership take-up of 3,500; staff consultation on the exit from Sunningdale Park; staff consultation on future training and development programmes; progress on apprenticeships, with a focus on delivering a Higher Level Apprenticeship for police constables by April 2017; and the initial release of professional development guidance to forces.

7.2 The new approach was welcomed by the Board, especially the detail of the data shared and use of the scorecard to link current deliverables to the longer term vision and strategy. The Board suggested that the executive may consider using some of the information in external communications to members and stakeholders, possibly using an infographic. DOC commended the work overall, including the helpful earlier meeting of the Executive and members of the ARC
that had helped to define the corporate risks. He asked for the risk appetites to be considered at the next Board meeting and suggested that the ARC should consider the report on the deliverables related to the 2015/15 business plan before reporting to the Board. MC informed the Board that the new approach to managing performance and risk was still to be shared with the College’s senior leaders and the Chair asked for an update on their views.

**ACT 290616-10** - Performance & Risk - MC/AM to bring the Risk Appetite to the Board at the September meeting.

**ACT 290616-11** - Performance & Risk - AM to inform the Board of the outcome of the roll-out the new approach to the senior leaders

**ACT 290616-12** - Performance & Risk - MC/ AM to take the details of the 2015/16 performance against the business plan to the next ARC meeting.

### 7 b. Finance Update

7.3 The Board had received a report from MC who drew their attention to the core elements. These included the fact that College faces a reduced Home Office Grant in Aid (GIA) allocation for 2016/17 and further funding reductions are expected in the subsequent years of the Spending Review. Net revenue expenditure for the first two months of this financial year was £6.64m or £0.35m less than the preliminary profiled budget. As at 31 May, the initial forecast overspend was c. £4.1m in relation to the indicative GIA of £37.6m. This assumes College activities continue at currently profiled spending levels. He noted than Executive Directors had reviewed initial expenditure proposals and the potentially significant, initial financial challenge of £13m had been reduced substantially. He added that the CEO, as Accounting Officer, continues to maintain a sharp focus on budgetary management predictions and has directed a major review of the College’s financial position following quarter 1 (30 June 2016) that will inform the need for any further action. MC said that potential action could include further reduction of expenditure and controlling workforce numbers through recruitment profiling and the use of flexible elements of the workforce such as associates and contract staff. He noted the current review of and consultation on the College’s direct training delivery that is part of the wider work to ensure that the College’s resources are focused in its priorities. The result of the consultation is expected in late July and will inform any decisions that may be taken to reshape this element of College activity. Other areas of potential savings in future years include a reduction in estate costs and the Executive will be discussing that with the CEO shortly.
7.4 The Board welcomed the update. In relation to the workforce review, the Chair noted the importance of having the right skills within the College to be able to deliver on core priorities, such as the PEQF. In response to a question from GT, AM made clear that any savings from, for example, the review of training would not be made before the next financial year.

Agenda Item 8 - Committee Updates.

8a) Nomination & Remuneration Committee (NRC)
8. 1 MB gave a verbal report on the NRC meeting that had taken place directly before the Board Developments Sessions and meeting. She updated the Board on: the progress on the recruitment of the next College Chair, confirming that SP’s appointment had been extended until 14 October; the work of the executive to recruit MC’s successor; and the ongoing work on the actions from the recent Board review and the planning for the external review following the appointment of the next Chair.

8 b) Members Committee
8.2 The Board had received a paper from RW that included a proposed action plan to increase the diversity of the Members’ Committee. He noted that the main proposals from the Committee were to: create reserved seats for a number of under-represented groups for a limited time; simplify the approval process in forces so members of more junior grades and ranks may apply, knowing that will be able to attend meetings; clear messages from the College regarding its policy on travel and expenses; a review of the recruitment process to ensure that future rounds would be more accessible; undertake a diversity survey of the current Committee membership; and develop a succession plan for current members. The Board had agreed the overall plan at its April meeting but, since then, the member of the Committee who has the seat reserved for the Police Federation, had put forward the view that the action on reserved seats may be seen as negative discrimination. Following legal advice, the Executive worked with a sub-group of the Committee to develop an action plan that made clear that the proposed action was “positive action”, as defined in the Equality Act 2010. The Committee had approved the plan at its meeting on 22 June and, given the sensitivity of the issue, had brought it to the Board for its consideration.

Decision - As recommended the Board agreed the action plan, based on positive action, while accepting the risk of challenges.
(ACT 290616-13) – Members’ Committee - RW/AT to take forward the proposed action plan, including reserved seats.

8c) Audit & Risk Committee
8.3 DOC noted: the positive impact of the new members of the Committee, CE and SD; the effective work with the Executive on the development of the corporate risks; and the work underway on the 2015/16 Annual Report & Accounts.

8d) Professional Committee
8.4 The Board had received the summary of the Professional Committee meeting held on 4 May. This was a starred item and was not discussed. The issues considered at the meeting had included: the Citizens in Policing Strategy: the Crime and Policing Bill; the College’s review of initial recruitment (SEARCH); the College’s position on post-deployment amendments to the Armed Policing Authorised Professional Practice (APP); maintaining the current policy position that an individual cannot play an active part in politics whilst serving as a special constable; an update on the Child Sexual Exploitation evidence base; and early findings from the College’s consultation on the Police Education Qualification Framework.

(ACT 290616-14) – AT to send summary of the 6 July Professional Committee to the Board when available.

Agenda Item 9 – Any Other Business
9.1 None raised.

Agenda Item 10 - Next Board meeting
10.1 The meeting is on 28 September at Avonmouth House, 6 Avonmouth Street, London, SE1 6NX.

Signed: (as a true and accurate record of the meeting)

Name: Shirley Pearce
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Position: Chair of the College of Policing