

## OFFICIAL

# MEETING OF THE BOARD OF DIRECTORS

## FULL MINUTES

**Title of meeting** College Board of Directors  
**Date** 03 December 2014 (14.00 – 17.00)  
**Venue** Room 1.10, Riverside House

### Attendees

#### Board Directors

Dame Shirley Pearce (SP) (Chair)	Julia Lawrence (JL)
Millie Banerjee (MB)	Alex Marshall (AM) (Chief Executive)
Katy Bourne (KB)	Sir Denis O'Connor (DOC)
Irene Curtis (IC)	Sara Thornton (ST)
Peter Fahy (PF)	Robin Wilkinson (RW)

#### Others

Rob Beckley (RB)	College COO
David Buckle (DB)	Director of Membership & Business Development
Oliver Cattermole (OC)	Chief of Staff
Malcolm Cornberg (MC)	Director of Corporate Services
Claire Radley	Senior Advisor to the Chair
Anne Taylor	Company Secretary
Kate Tonge	Head of Marketing and Communications
Rachel Tuffin (RT)	Director of Knowledge, Research and Education
Vaughan Willmore	Head of Strategic Planning & Public Interest

## Agenda Item 1 - Welcome and administration

- 1.1 The meeting was opened by the Chair who **noted** that the meeting had been duly convened, notice of the meeting had been given to each director and the meeting was quorate.
- 1.2 The Chair **noted** that Ann Barnes, Sir Hugh Orde and Larry Sherman had sent apologies. (Louise Casey had stood down from the Board, as noted in the minutes of

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the previous meeting)

- 1.3 The Chair welcomed Robin Wilkinson to his first Board as a Board Director.
- 1.4 The Chair asked for declarations of interest; none were received.
- 1.5 The Chair asked for areas of any other business; none were received.
- 1.6 The Board **agreed** that the minutes from the meeting of 3 October 2014 were an accurate reflection and no amendments were requested.
- 1.7 The Board **agreed** the updated action log.

### Agenda Item 2 - Chair's Update

- 2.1 The Board had **received** SP's written update.
- 2.2 SP welcomed RW to his first meeting as a Board Director. She welcomed Claire Radley, her new advisor, and noted the departure of Theresa Jennings (TJ) asking that her thanks for TJ's significant contribution to the College should be recorded formally. SP advised the Board that she would be returning to a two-day working week from January.

### Agenda Item 3 - Chief Executive's Report

- 3.1 The Board had **received** AM's written update. AM referred to the paper sent to the Board before the meeting that summarised the initiatives that positively impact on BME recruitment and progression. He also highlighted the current work across the College on domestic abuse (DA) and his recent attendance at the Home Secretary's round-table discussion where he had made clear the College's role in setting standards, building the evidence base and defining the educational requirements. He offered to send to the Board the papers he had prepared for that meeting. He informed that Board that the charity CAADA (Co-ordinated Action Against Domestic Abuse) had been working with the College for a number of weeks and had contributed very useful ideas in relation to training and practice, that ten forces have offered to be part of the DA Programme pilot and that new standards for the policing of DA would be put out for consultation on 10 December.

**ACTION** - AM to share with the Board the paper on DA that went to the Home Secretary's round-table meeting. (Ref AC 031214 – 01)

- 3.2 The Board discussed the issue of BME recruitment and progression. There was some concern that, while positive, the initiatives cited would not deliver the significant change that is being defined within the current leadership review. Directors questioned the impact of these and other initiatives, sought a sharper focus on outcomes and raised the issue of the case for a change in legislation. They also recognised that the College did not have the all the levers for changes across policing and should be clear

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about the responsibilities of others. AM agreed to bring a paper to the next Board that will reflect both what the College is doing (and should do) as the professional body and what is for others.

**ACTION** – The BME Programme to be a substantive item at the January 2015 Board meeting. **(Ref AC 031214 – 02)**

### Agenda Item 4 – Committee Updates

#### 4.1 Agenda Item 4a - Nominations & Remuneration Committee (NRC)

MB, as the Chair of the NRC, informed the Board that the Home Secretary had approved RW's appointment to the Board. She noted that the NRC's main current work on the Board Review, would be considered at Item 8 on the Agenda, she updated the Board on the meetings the Chair had with representative bodies and asked members to note the changes made to the review recommendations following the discussions at the last Board meeting.

#### 4.2 Agenda Item 4b - Professional Committee (PC)

The Board had received the summary of the Professional Committee from AM, as the Chair of the Professional Committee. He highlighted the regular attendance of the HMIC and the interest of the Committee in its work. He updated the Board about the work of the External Oversight Group for Undercover Policing that includes campaigners in this area and its value in enabling all parties to explain and discuss the nature of undercover policing. CC Jon Murphy is developing an action plan that will change how undercover policing is conducted. He also noted the Committee's approval of the College's approach to managing its IPR.

#### 4.3 Agenda Item 4c - Audit & Risk Committee (ARC)

As the Chair of the ARC, DOC provided a verbal update. He informed the Board that the ARC had met on 19 November and had recognised the improved management and ownership of the corporate risks and the work on the assurance framework. He noted the positive impact of the full team of Executive Directors being in place. He confirmed that the ARC had agreed to a reduction in the risk rating scores and asked the Executive to review the current proposed ratings. DoC also advised the Board that the corporate risks would now be reviewed completely as part of the development of the 2015/16 Business Plan.

DOC advised the Board that the College expected a positive audit report from the NAO for the Annual Report & Accounts (ARA) and thanked MC and his team for their hard work.

## Agenda Item 5 – Management Update

### 5.1 Agenda Item 5a - Performance and Risk Report

RB introduced the report and drew attention to the positive trajectory of the management and mitigation of the corporate risks. He agreed to review the detail of the current risk ratings, confirmed that all corporate risks would be subject to a full review, including mitigation and assurance, and informed the Board that consideration of risk was included in all performance and delivery reports.

He noted that the improvements in financial management across the College meant that future business plans would be underpinned with more robust financial information. The Board discussed the importance of performance objectives being outcome-based, rather than focused on action against plans, and the need for a transparent process for any changes to objectives. RB confirmed that all of these issues will be reflected in the plans relating to the achievement of the five-year strategy.

**ACTION:** RB to ensure that the corporate risk register and related paper is reviewed and updated. (Ref AC 031214 – 03)

**ACTION:** Delivery Plan for the five-year strategy to be taken to the next Board (Ref AC 031214 – 04)

### 5.2 Agenda Item 5b - Finance Update

MC gave a further update on the ARA and the challenging timescales for submitting the accounts to Companies' House by 31 December. He asked the Board to delegate its authority in relation to the ARA to the ARC. DoC and KB, as the Directors on the ARC, agreed to accept this delegated authority. KB asked for a formal record of thanks to MC's team for responding to the NAO's issues.

MC asked the Board to note that, while he had confidence in the 2014/15 financial forecasts, there were some resource pressures and the capital allocation requires attention to achieve projected expenditure. Resource issues included the need to pay the first three months of Sunningdale costs in this financial year and more redundancy costs. The capital issues related to some programmes having been stalled or halted and changes to the classification of capital expenditure. MC reported the establishment of a new Capital Investment Board to bring together consideration of all capital programmes. The Chair recognised the progress made in financial management.

**DECISION** – DoC and KB given delegated authority to act on behalf of the Board in consideration of the ARA. (Ref DOC 031214 – 01)

## Agenda Item 6 – Membership Services

6.1 DB introduced the paper that set out the framework for member services, including the definition of standard and premium membership. He noted that a meeting was to be held later in the week where some of the details of the membership system would be decided. The Directors received the paper very positively and core areas covered in the discussion included:

- the fact that the expected ratio of standard versus premium membership across policing had not yet been defined;
- the aim to engage members across policing in relation to discretionary expenditure, including cost-saving offers;
- the challenge of meeting different needs across policing;
- access to the system membership, including the impact of a requirement for a pnn email address to access all services;
- the intention that the fee for premium membership would not be based on rank;
- the notion of introducing some premium products at the time of launch;
- the value of asking individuals to sign up to the Code of Ethics as part of their membership;
- the positioning of the membership offer against other providers such as PMAS and the Federation;
- the potential overlap with forces who already contribute to the professional fees and CPD requirements for their staff; and
- the potential annual income generated for the College through membership.

The Board supported the principles of the standards and premium memberships as set out in the paper and recognised the need for effective communications with members to sell the offers. DB committed to send a briefing note and Q&A to the Board within the following two weeks and confirmed that a communications plan was in development.

**DECISION** – The Board agreed the approach to Standard and Premium membership as recommended. (Ref DOC 031214 – 02)

**ACTION:** DB to send a briefing note and Q&A to Board in two weeks and to develop a communicate plan for membership comms. (Ref AC 031214 – 05)

## Agenda Item 7 – Member and Stakeholder Engagement

7.1 AM presented the paper. He noted that there was significant engagement activity with stakeholders but as yet no comprehensive stakeholder engagement plan across the College, as referenced within the revised Board Review recommendations. AM and the Chair highlighted the importance of establishing the Members' Committee as soon as possible to give the members a voice in its governance. The Board was content to establish the Members' Committee but required more work on the broader engagement issue including: a stakeholder map; a clear picture of current formal engagement and a related gap analysis; the role of a stakeholder group or council; and the roles of account managers.

**DECISION** The Board established the Members' Committee. (Ref DOC 031214 – 03)

**ACTION:** AM to present to the next Board a map of stakeholders, engagement activity and a gap analysis (Ref AC 031214 – 06)

## Agenda Item 8 – Board Review

8.1 SP confirmed that she had talked with the heads of all of the stakeholder groups, as agreed at the last Board, and that all had been supportive. The only outstanding issue was the process for the selection of the individuals nominated by ACPO and PCCs. SP was clear that the College could be flexible during the interim phase while maintaining its right to assess and select company directors. The Board agreed the Board Review and that the Summary Report should go to Directors first and be sent to the representative bodies the following day. AM will discuss at Chief's Council in January. The College will develop a communication plan.

**ACTION:** Board Review Summary Report to be sent to Directors following the meeting (Ref AC 031214 – 07)

**ACTION:** Board Review Summary Report with a letter from SP/MB to go to representative bodies (Ref AC 031214 – 08)

**ACTION:** Board Review communication plan to be developed and presented to a future Board meeting (Ref ACT 031214 – 09)

**DECISION:** Board Review approved (Ref DEC 031214 – 04)

## Agenda Item 9 – Leadership Review

9.1 The review had been discussed in the earlier development session. RB now highlighted the resourcing element of the paper. A discussion took place about the review timeline and the importance of Board members seeing emerging issues before the one-day session in February.

**ACTION:** RB to send the Board an issues paper in advance of the 25 February Board session to discuss the Leadership Review. (Ref AC 031214 – 10)

## Agenda Item 10 – What Works Centre

10.1 The What Works Centre (WWC) had been discussed in the earlier development session. The Board welcomed the update from Professor Gloria Laycock, congratulated the consortium on progress to date and agreed to receive regular updates at future Board meetings or development sessions. RT presented a paper that set out an update of the WWC's work and the opportunity for the Board to engage with it. The WWC's primary research work package has included projects on domestic abuse and how to encourage the public to take crime prevention measures. A decision was needed on the third and final area. College staff had proposed three options, based on national priorities: Child Sexual Exploitation – dealing with a new "volume "crime; complex service users – offenders who are also victims; and dealing with crimes that are reported years after the event. The Board was asked to indicate a preference. The Board sought some criteria / reference points to inform their decisions.

**ACTION:** RT to provide the Board with criteria / reference points. (Ref AC 031214 – 11)

**ACTION:** RT to ensure regular updates on the WWC to future Board meetings and/or development sessions. (Ref AC 031214 – 12)

## Agenda Item 11 – Any Other Business

11 The Chair asked for a formal record of thanks to Sir Hugh Orde for his contribution to the College Board and congratulated ST on her appointment as the Chair of the new National Police Chiefs' Council.

## Agenda Item 12 – Confidentiality

12.1 None.

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

Name: Shirley Pearce.

Position: Chair of the College of Policing 27<sup>th</sup> January 2015.