

# **NCA Independent Reference Group: Terms of Reference**

**Chair:** Lord Toby Harris

**Members:** Reshard Auladin, NCA Non-Executive Director (NED)  
Frances Flaxington  
Katerina Hadjimatheou  
Alison Porter  
Steve Rodhouse, NCA Director General (Operations) & Ethics Lead  
Mena Ruparel  
Professor Louise Westmarland

**Advisors:** NCA Director Strategy  
NCA Director Legal  
NCA Deputy Director Operations, Security and Standards  
NCA Directors as required

**Secretariat:** NCA Strategy

**Quorum:** Four members, to include at least one NED, an NCA representative and two external members

**Frequency:** Six times per calendar year, with ad hoc / exceptional meetings and out of committee discussion as appropriate.

## **Terms of Reference**

1. The role of the NCA Independent Reference Group is to provide advice for the NCA Board on novel or contentious issues which might present ethical, moral or reputational concerns that could affect trust and public confidence in the Agency.
2. To fulfill these responsibilities, the NCA Independent Reference Group will:
  - Provide advice on the development or review of NCA policies, such as review of the NCA code – raising any ethical, public confidence or reputational issues to the Board so as to ensure that the Agency’s values are fully reflected and public confidence is maintained.
  - Assist in developing the overall culture, ethics and values of the NCA, influencing ethical changes to organisational policies if required;
  - Ensure ethical, public confidence and reputational concerns are identified in relation to all issues considered by the Group;
  - Consider the impact of NCA activity or policy on public confidence in the NCA.

This is not a prescriptive list and the Group may also be asked to review specific decision making already made by the NCA or provide advice in advance of decisions being taken by the NCA Board, to ensure that the ethical, public confidence and reputational impact of such decisions is identified.

3. The NCA Reference Group **will not**:
  - make decisions that require actions
  - be involved in operational decision making or
  - respond to complaints or whistleblowers.
4. The Group must have the ability to provide challenge to senior leaders and demonstrate independence.
5. The Group will not form part of formal accountability arrangements for the Agency as set out in the NCA Framework Document, but may be asked to consider issues that would fall within the terms of the Framework Document.

**Terms:**

1. Members will sit as individuals as opposed to representatives of groups or organisations, but will be expected to bring their wealth of experience and skills from their profession to aid balanced discussions.
2. Membership tenure will be for a minimum of three years and a maximum of four years.
3. Meetings will be held six times each year, lasting half a day, with ad hoc / exceptional meetings and out of committee discussions as required, and Members will be expected to commit to 10 days per year to facilitate the requirements of this Group. The Chair will commit 12 days per year, in recognition of the additional responsibilities as chair person
4. If required, additional 'experts' may be invited to attend for specific topics, but will not be paid.
5. A report will be submitted to the NCA Board following each meeting, with the Group's chair able to attend the Board meeting for that item. The Group Minutes will also be distributed to the NCA Board members and NCA Directors.
6. If required, Group members will be provided appropriate 'induction' training, at the start of their tenure, to ensure they are aware of and understand the NCA's role and responsibility within the UK Law Enforcement landscape.
7. All members will be at least DV cleared.
8. The existence of the Group will be made public, but all discussion must remain confidential to the NCA unless otherwise agreed.
9. These terms of reference will be kept under annual review, with ratification and agreement by the NCA Board.

10. Briefings and information to assist the Group in fulfilling their responsibilities may be requested and actioned via the Secretariat.
11. In addition, Group members should abide by the principles outlined in the College of Policing Code of Ethics, the Code of Ethics and Professional Conduct and the '7 Principles of Public Life'.

### **Remuneration**

External Group members will be paid the agreed Government day rate plus travel expenses for the days attended.

- V1 - Date agreed by the Board: 13/10/2016**
- V2 - Date agreed by the Board: 18/05/2017**
- V3 - Date agreed by the IRG: 15/11/2017**
- V4 - Date agreed by Board: 23/04/2018**