

Summary of Meeting

Title of meeting	NCA Board Meeting		
Date	7 April 2017	Time	12:30 – 15:30
Venue	Board Room, London		
Chair	Lynne Owens	Secretariat	Board Secretariat
Members	Nick Alston David Armond Reshard Auladin Wendy Barnes Nina Cope Jane Furniss Tim Symington		
Board Secretary	Head of Strategy representing DD Corporate Strategy		
Advisors	Jon Richards (Legal)		
Attendees	DD Intelligence Collection Nikki Holland (Director Investigations) Will Kerr (Director Vulnerabilities) Head of Finance Jamie Saunders (Director Intelligence) Deputy Director Information (representing CIO) Donald Toon (Director Prosperity) DD Change		

Observers	Home Office Rep TU Representative Head of Communications Steve Smart (due to be appointed as Director Intelligence on 18 April)
Apologies	Gerry Cantwell (CIO) Caroline Murdoch (DD Corporate Strategy & Board Secretary)

Item 1: Apologies, Declarations of Interest and Minutes/Actions from the last meeting

- 1.1 Apologies had been received from Caroline Murdoch and Gerry Cantwell.
- 1.2 The Chair thanked David Armond for his substantial contribution to the NCA and wider law enforcement over the length of his career. The Deputy Director General had been instrumental in designing and delivering the agency and the Board were deeply grateful for his leadership. The Chair also thanked Chris Farrimond for acting as temporary Director Investigations. Mark Webster, Jamie Saunders and Ian Cruyton were also thanked for their significant contribution as members of the NCA Board.
- 1.3 The Chair formally welcomed Nina Cope as the new Deputy Director General Capabilities, Nikki Holland as Director of Investigations and Steve Smart as the soon to be appointed Director Intelligence. The Chair also formally appointed the Non-Executive Directors to the roles and responsibilities.
- 1.4 No new declarations of interest were made.
- 1.5 The minutes from the meeting held on the 2 March 2017 were agreed.
- 1.6 The action log was reviewed, with updates provided.

Item 2: International Strategy & Network Review

- 2.1 The Chair invited comments from members in relation to this paper.
- 2.2 The Board discussed the key issues raised.
- 2.3 The Chair concluded that in the short term an internal programme should be created and in the medium term a strategic view should be taken of the NCA international profile and the resulting strategy should form a strand of the Transformation programme.

Item 3: Transformation: future operating model

- 3.1 The Chair expressed her thanks to the Director Corporate Services, Deputy Director Change and all of their team for the work on the future operating model and then invited comments on the paper.
- 3.2 The Board discussed the key issues raised.
- 3.3 Summing up, the Chair emphasised the need to continue moving at pace. There was agreement to the high level design. Making sure the enabling functions were fit for purpose to enact the plan was key. The next steps were remitted to the DDG Capabilities and did not need to return to the Board.

Item 4: DRR

- 4.1 The Chair invited members to comment on this paper.
- 4.2 The Board discussed the key issues raised.
- 4.3 Summing up, the Chair expressed appreciation to all those involved in this piece of work which had seen strong engagement across the agency. The approach to progressing future work would require further discussion at the DDG Capabilities Executive Committee.

Item 5: 2017/18 Budget Delegations and Updated MTFP

- 5.1 Director Corporate Services explained that the paper set out how the NCA would balance the budget next year and indicatively beyond this time frame.
- 5.2 The Board discussed the key issues raised.
- 5.3 The Chair approved the MTFP, core funded budget and detailed work to establish the rules around delegation without inhibiting necessary flexibility or the progress of transformation. This was subject to further review on 20 April 2017.

Item 6: Delivery Plan

- 6.1 The paper addressed the closure of the 2016/17 Delivery Plan was required following final reporting against it so that movement towards the next plan could be progressed.
- 6.2 Members discussed the key points raised.

- 6.3 Members noted the progress made and the steps to address the actions which have not been completed, or were not due to be completed this year. It was noted that the lessons learned would be incorporated into the 17-18 delivery plan. The 2016/17 Delivery Plan was closed.

Item 7: Future Workforce

- 7.1 The paper set the high level ambition for staffing the agency. It defined the category of staff required (operational officers, specialist cadres and enabling officers) and tied into transformation.
- 7.2 Members raised various points for discussion.
- 7.3 Members agreed the general description of the future workforce for the NCA but the Chair asked that further consideration be given to the various points raised by members and emphasised the importance of sharing this with the unions. The Talent Management and Senior Appointments Committee would need to discuss support and drivers going forward.

Item 8: Papers to Note

Finance & Transformation Updates

- 8.1 Members noted both updates.

Item 9: Any other business

- 9.1 Director Prosperity provided an update around Case Management and emphasised that input would be sought from Deputy Directors across the agency to gauge what the dependencies were around federated search.