

90 High Holborn
London WC1V 6BH

T 0300 020 0096
Text Relay 18001 0207 166 3000
E enquiries@policeconduct.gov.uk
W www.policeconduct.gov.uk

Board Meeting

Date & Time: Wednesday 09 May 2018 at 10:30am

Venue: 19 Ridgeway, Quinton Business Park, Quinton,
Birmingham B32 1AL

Present:

Michael Lockwood	Director General
Geoffrey Podger	Senior Independent Director
Catherine Jervis	Non-Executive Director
Bill Matthews	Non-Executive Director
Mary Lines	Non-Executive Director
Manjeet Gill	Non-Executive Director
Andrew Harvey	Non-Executive Director (conference)
Ian Todd	Deputy Director General (Operations)
Kevin Woodrow	Director, Resources
Kathie Cashell	Director, Strategy and Impact

In Attendance:

David Emery	Head of Legal Services (conference)
Lianne Corris	Ag. Chief of Staff
Margaret Bruce	Governance Secretary

1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate.¹ The Chair welcomed all members to the meeting.

2. APOLOGIES

There were no apologies.

3. DECLARATION OF INTERESTS

There were no declarations of interests.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 11 APRIL 2018 (PAPER REF IOPC 05/18/04)

The Board considered the minutes of the last meeting held on Wednesday 11 April 2018. It agreed to approve the minutes as a correct record. The Chair signed the document for the IOPC record. The Board noted that the minutes would be published in line with the Standing Orders.²

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 05/18/05)

The Board considered the following matters arising from its March meeting.³ It noted as follows:

Agenda Item	Matter	Status
6	Revised ARAC TOR	Completed. See item 7 below
14	Liaising on rotating Board meeting within regions.	Completed.

6. REPORT FROM COMMITTEE (ARAC) – STANDING ITEM

The Board considered the minutes of the Audit and Risk Assurance Committee (ARAC) meeting held on 18 April 2018. The Committee Chair highlighted matters including:

- The risk register – adopting a pro-active approach to risk management and monitoring of risks escalated.
- Identifying and monitoring ‘deep dive areas’.

¹ SO 10.12.1 – Quorum shall be 6 members. The majority must be Non-Executive members.

² Sub-para 10.13.1 of SO.

³The April meeting deferred matters arising from the March meeting.

- Resources – expenditure profiling and ensuring efficient use of resources. Better planning and financial management.
- Review of the risk policy and setting the IOPC risk appetite.
- Annual Report and Account – developing a Plan of Action to avoid delay. Though, it is noted that the IOPC does not have control over the delay caused by others.
- IOPC Complaints Process – noted the ongoing work on complaints management policy and producing comprehensive data aimed at making improvement.

Agreed:

- To note the report.
- To give priority to setting risk appetite at the next Board meeting

Action: Director, Resources

7. REVISED TERMS OF REFERENCE - AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (PAPER REF IOPC 05/18/07)

The report was presented by the Governance Secretary. The aim was to revise the ToR and incorporate the three amendments proposed by the Board at its March meeting as below.

- Co-opted members – To remove the one year limit on the term of co-opted members and leave this to the Committee Chair's discretion based on assessment of the Committee's need.
- DG' ex-officio attendance at committee meetings – to delete this, as it is clear that members would need to follow the normal procedure to meet on their own from time to time.
- ARAC meeting with auditors without management present at least once a year – The reference to once a year should be removed so that such meetings are held at the discretion of the Committee Chair.

She informed that the document has been revised to reflect the amendments.

Agreed:

- To approve the revised ToR.
- To circulate the document and publish on the website.

Action: Governance Secretary

8. ORAL UPDATE FROM THE DG

The Director General reported on developments since the last Board meeting. He noted as follows:

- Meetings have been held with staff in sessions across all offices. This provided the opportunity for a good debate and effective interactive sessions. The aim was to provide feedback to staff on the initial round of sessions listening to concerns and

suggestions on the way forward for the organisation. This has gone very well. Staff appreciated the DG's approach to first listen, pursue possible actions aimed at remedying issues heard and report back on what could be realistically achieved. In regard to pay issues, they welcomed the DG's engagement with the Home Office even though it did not produce the desired result. They also welcomed the transparent approach.

- The proposition was broadly well received, particularly on issues such as:
 - Adopting a thematic approach to investigations (particularly commended by many stakeholders);
 - Addressing timeliness and quality – trying to reduce delays and unnecessary bureaucracy;
 - Increasing IOPC visibility;
 - Equipping staff with the tools to do their job effectively.
- Challenges such as capacity and capability were acknowledged. These would be addressed through a variety of means.
- Changing the culture and building trust would also be necessary in order to allow people to realise their full potential.

The Director, Impact and Strategy reiterated the positive feedback. She noted that staff liked the idea of having the freedom and flexibility to do their work effectively. She emphasised the importance of delivering on this promise.

The Director, Resources also noted the enthusiasm which met the proposition to develop benefits such as the discounts scheme.

The Head of Legal Services noted that a significant number of staff have expressed the desire to get involved and help to realise the DG's initiatives. Some have also shared their experiences from other organisations.

Non-executive members also shared their own experience of positive feedback received from staff earlier that day.

The DG highlighted the importance of delivery and stated that Management Board would discuss further next week. The Board would be kept informed.

The DG further updated as follows:

- The process of recruitment of a new Deputy DG (Strategy and Corporate Services) and a Director, People will commence this week.
- The Business Plan has been approved by the Minister and is now published.
- The Annual Report and Accounts would be circulated to members by email and subsequently presented to the ARAC at its meeting on 12th June before going to the Board meeting on 20th June. There are challenges in meeting the laying date but the IOPC will endeavour to comply with its own timelines.
- The Framework Agreement is undergoing amendment to clarify some roles. This would be circulated in due course.
- A recent meeting had taken place with the Shadow Policing Minister and the All Parliamentary Group on Policing.
- That he would be speaking at the Police Federation Conference on 22 May.

The Deputy DG (Operations) and the Head of Legal Services updated the Board on the outcome of the Employment Tribunal (ET) matter.

Agreed:

- To note the report.
- To thank the DG and his team for the excellent work on the proposition.
- To welcome the outcome of the ET matter but learn any lessons and apply this for improvement in the organisation.
- That a statement be published on the website to set the record straight in relation to the previous inaccurate reporting by the Press on the matter.

Action: Director, Strategy and Impact.

9. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 05/18/09)

The report was presented by the Director, Strategy and Impact. She drew attention to the dashboard which presented the end of FY position, updating that there were no red RAG ratings in any area. This in itself is a major achievement. Performance has exceeded the targets in many areas. In particular, she highlighted the main progress area as below.

- Objective 2 – Investigations – there is a major improvement in operational delivery. In this context, 705 independent investigations were opened against the set target of 650-750. More importantly, 709 independent investigations were closed. It is the first time the closure rate has exceeded the opening rate, since expansion. In essence, the closure rate is up by 60% from 2016/17. Also, the average number of days to complete investigations has reduced. The amount of progress made should not be underestimated.
- Objective 3 – Appeals - 68% of appeals were closed within 35 working days. The target set was for 60% by the end of the year. A huge amount of work has gone into this.
- Objective 6 – Fit for purpose – The Director, Resources reported that IT transformation is progressing and the roll out of equipment to staff in the London office has commenced. In regard to the move to Canary Wharf, this is still envisaged for June though there are some challenges. The DG has discussed some matters/concerns with the GPA and Director, Resources continues to closely monitor progress. Health and Safety as well as a security assessment have been conducted and feedback has been provided to the GPA.

The Board commended the progress made in terms of performance and in particular on the areas relating to investigation and appeals.

The Board also discussed receiving reports informed by the most recent data in order to minimise the need for a verbal update at meetings. It acknowledged the difficulty of achieving balance and to address this it was proposed that moving forward, the board meeting dates be set around the business cycle/timetable. This could begin from the next F/Y given that commitments are likely to have already been made around this year's meeting dates.

The Board also extensively discussed and asked pertinent questions on the issues relating to the General Data Protection Regulations (GDPR) coming into effect on 25 May. The Director, Resources provided clarification on the main areas of legislative requirements and provided assurance on these areas. He updated that there are now daily meetings with colleagues in order to assess progress. This is aimed at ensuring compliance by the effective date (particularly for the priority areas). He commended colleagues for the hard work being undertaken to achieve this objective. The progress made is reflected in the scoring which has moved from red to amber. There are 84 actions to be implemented, many of which have been completed. There is a plan in place for what still needs to be done and this is divided into three phases (with varying timescales). He also updated that there has been communications with the Information Commissioner's Office (ICO) on various aspects of the new regulations.

There was discussion around how the Board would be kept updated on GDPR compliance and planning responses to any press/parliamentary/public enquiries received after the effective date.

Agreed:

- To note the report and commend the progress made.
- To liaise on meeting dates for the next F/Y and set dates around the business cycle/timetable.
- To note the information provided in the areas relating to the GDPR.
- To send an update on GDPR compliance to Board members on 25 May.
- To develop if-asked lines on GDPR compliance for use after 25 May if required.
- To request training for members to develop their understanding in this area.

**Action: Governance Secretary (meeting dates)
Director, Resources (GDPR matters).**

10. RESOURCES REPORT (PAPER REF IOPC 05/18/10)

The report was presented by the Director, Resources. He highlighted as follows:

- In terms of expenditure against budget on resources, there was slightly less than a 1% underspend. Reasons for this underspend are reflected in the report overall. This is a very good result.
- On capital, there was an underspend of £220K against our budget of £3.45m. The initial budget allocation was £1.78m. An additional sum was agreed (bringing it to £3.45m) to enable ICT roll out. Savings were made against the budget on ICT as it was decided that it was better value for money to roll out mobile phones only to selected staff based on need. The HO was informed and was happy with the decision. The savings made were used to offset overspends elsewhere in the HO. This is reflected in the HO Dashboard presented under agenda item 12.

Agreed to note the report.

11. IOPC – STRATEGIC RISK REGISTER (PAPER REF IOPC 05/18/11)

The document was presented by the Director, Resources. The aim was to present the Strategic Risk Register. He informed that the standard practice is to present the register to the Unitary Board every six months. A significant review of the register has been undertaken given the transition to the IOPC. Individual risks have been reconsidered by individual directors. The document was presented to the ARAC at its last meeting in April and it was extensively discussed (agenda item 6). Nonetheless, the document remains a work in progress as Management Board is yet to contribute to it collectively.

The Board was keen to ensure that a good range of strategic risks are identified for the organisation. This had been discussed extensively at the ARAC meeting and some areas have been identified such as those relating to the GDPR.

It also noted the importance of distinguishing the nature of risks such as operational risks given that not all risks are strategic in nature.

Agreed to note the report.

12. HOME OFFICE DASHBOARD (PAPER REF IOPC 05/18/12)

The document was presented by the Chief of Staff (Ag.). She informed that the document is produced monthly by the HO and will now be added to the Board agenda routinely following this request from the Non-Executive members.

Agreed to note the report.

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 05/18/13)

The Board considered the report presented by the Governance Secretary.

Agreed to note the report.

14. FORWARD PLAN (PAPER REF IOPC 05/18/14)

The Board considered the Plan presented. This is aimed at ensuring effective forward planning for Board meetings. It provides the opportunity for members to propose and discuss items for future meeting agenda.

Agreed to note the document.

15. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 05/18/15)

The document was presented by the Governance Secretary.

Agreed:

- To note the document.

- To note that the time for the 20th June meeting is 14.30 hrs. Some members are arriving earlier to receive their new IT Kits.
- That the Board would in future endeavour to select meeting dates around the business cycle of the IOPC to ensure that more up to date reports are received. This could begin from the next F/Y.⁴

Action: Governance Secretary

16. ANY OTHER BUSINESS

- **INVESTIGATION JOURNEY (AWARENESS SESSION)**

The DG (Operations) made a presentation on the process of an investigation. The aim was to raise awareness and develop the Board's understanding on the work of the IOPC.

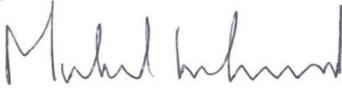
The Board thanked the presenter and acknowledged the complexities in the investigative process and the difficulty of achieving balance. It also noted the importance of building in the learning aspect at an early stage of an investigation which the DG commented is in-keeping with proposals set out in the proposition.

It noted that the presentation at the next meeting would focus on legislative changes.

The Chair thanked members for their attendance and participation.

The meeting closed at 13.17 hrs..

This was followed by a tour of the premises to meet staff.

NAME	Michael Lockwood
SIGNATURE	
DATE	20 June 2018

⁴ Discussed under item 9.

Schedule of Actions

Agenda Item	Responsibility
6	Director, Resources
7	Governance Secretary
8	Director, Strategy and Impact
9	Governance Secretary (meeting dates) Director, Resources (GDPR matters)

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2018/19

Time: 10.30am

Date	Venue
Wednesday 20 th June 2018 at 2.30pm	London
Wednesday 11 th July 2018	Warrington
Wednesday 12 th September 2018	Croydon
Wednesday 10 th October 2018	Cardiff
Wednesday 14 th November 2018	London (Canary Wharf)
Wednesday 12 th December 2018	Sale
Wednesday 13 th February 2019	London (Canary Wharf)
Wednesday 20 th March 2019	Wakefield

F/Y 2019/20

Time: 10.30am

Date	Venue
Wednesday 10 th April 2019	London
Wednesday 15 th May 2019	Birmingham
Wednesday 19 th June 2019	Croydon
Wednesday 17 th July 2019	Warrington
Wednesday 25 th September 2019	London
Wednesday 23 rd October 2019	Cardiff
Wednesday 20 th November 2019	London
Wednesday 18 th December 2019	Sale
Wednesday 5 th February 2020	London
Wednesday 18 th March 2020	Wakefield

ARAC - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

Date	Status
Tuesday 12 th June 2018	“
Tuesday 30 th October 2018	“
Tuesday 22 nd January 2019	“

F/Y 2019/20

Date	Venue
Tuesday 16 th April 2019	London (Canary Wharf)
Tuesday 9 th July 2019	“
Wednesday 16 th October 2019	“
Wednesday 22 nd January 2020	“

HR and Remuneration Committee

- Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

Date	Status
Wednesday 4 th July 2018 (Time: 9.30)	London (Canary Wharf)
Wednesday 21 st November 2018	“
Tuesday 29 th January 2019	“
Thursday 14 th March 2019	“

F/Y 2019/20

Date	Status
Thursday 25 th April 2019	London (Canary Wharf)
Thursday 4 th July 2019	“
Thursday 10 th October 2019	“
Thursday 16 th January 2020	“