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## Board Meeting

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**Date & Time:** Wednesday 11 July 2018 at 10:30am

**Venue:** Warrington (Rm 2.07)

**Present:**

Michael Lockwood	Director General
Geoffrey Podger	Senior Independent Director (SID)
Catherine Jarvis	Non-Executive Director
Mary Lines	Non-Executive Director
Manjeet Gill	Non-Executive Director
Andrew Harvey	Non-Executive Director
Bill Matthews	Non-Executive Director
Kevin Woodrow	Director, Resources
Kathie Cashell	Director, Strategy and Impact

**In Attendance:**

David Emery	General Counsel
Lianne Corris	Ag. Chief of Staff to DG
Lindsay Harvey	Business Planning and Projects Manager (e-conf) <sup>1</sup>
Margaret Bruce	Governance Secretary

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<sup>1</sup> For Item 10.

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate.<sup>2</sup> The Chair welcomed all members to the meeting.

## 2. APOLOGIES

The Board received apologies from the Deputy DG (Operations).

## 3. DECLARATION OF INTERESTS

The SID informed the meeting that he had some involvement in the Hillsborough investigation when he was Chief Executive of the Health and Safety Executive. This included the provision of specialist assistance to the investigation. There were no other declarations of interests.

## 4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 20 JUNE 2018 (PAPER REF IOPC 07/18/04)

The Board considered the minutes of the last meeting held on Wednesday 20 June 2018. It agreed to approve the minutes as a correct record and noted as below.

- **Item 7** – Under the decision area (i.e. “Agreed”), the last bullet point relating to GDPR should read “Action Plan” not “report”. The Director, Resources informed that he had circulated a document (with a summary of the work done since 25 May to date and pending work) to members a few days previously. **Agreed:** that Action Plan would be circulated to members.

**Action: Director, Resources.**

- **Item 17** – re amendment to meeting dates and the effect on Committee meeting dates, in particular the need to ensure that future ARAC meeting dates are consistent with the presentation of the Annual Report and Accounts (ARA). It was agreed that any change to ARAC dates be paused pending the agreement of new Board meeting dates.

The Chair signed the document for the IOPC record. The Board noted that the minutes would be published in line with the Standing Orders.<sup>3</sup>

## 5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 07/18/05)

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

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<sup>2</sup> SO 10.12.1 – Quorum shall be 6 members. The majority must be Non-Executive members.

<sup>3</sup> Sub-para 10.13.1 of SO.

- **Re item 7 Action** – to receive an action plan on outstanding matters on the implementation of the GDPR. This was addressed under item 4 (above).
- **Re item 11 Action** – to prepare a draft narrative statement and present to the Board in the foreseeable future following further work by Management Board. This is in progress.
- **Re item 13 Action** - to circulate a draft document before the next Board meeting – to inform discussion about the nature of declarations/disclosures to be made. This is being addressed under item 11 (below).

**Agreed:** to note.

## 6. REPORT FROM COMMITTEES – STANDING ITEM

The Board noted as below.

- **ARAC** – The ARAC Chair and the Director, Resources updated the meeting on the position with the Annual Report and Accounts (ARA). Some minor amendments had been made and BDO had completed its audit completion checklist. This will now go to the NAO Senior Management Review prior to going to the C&AG for certification. Providing sign off was forthcoming this week then the final document would be laid in Parliament on Thursday 19 July.

The DG drew attention to the significant efforts made by the IOPC to meet the pre-recess deadline and hoped that this would be achieved.

- **HR & Remuneration Committee** – The Committee Chair informed that the Committee had its first meeting on 4 July 2018. The minute of the meeting has been circulated to all Board members. He informed that the Committee discussed a wide variety of matters including the following:
  - The Terms of Reference.
  - Matters specifically delegated by the Board and the need for coordination with ARAC to ensure effectiveness.
  - Interim arrangements in HR and any impact on morale/performance.
  - Pay remit.
  - Equality, Diversity & Inclusion (EDI), noting the history, progress made to date and areas requiring further work and training for all (including Board members).
  - Draft Leadership and People pledges.
  - Supporting the DG's proposition.
  - Frequency/Cycle of reporting to the Committee.

**Agreed:** to note the reports.

## 7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 07/18/07)

The Director, Strategy and Impact noted as follows:

- The outcomes dashboard reflects figures up until the end of May.

- Project portfolio – this currently comprise eleven projects in progress. This is expected to change in the future in view of the DG’s proposition. Overall, the portfolio is amber.
- The significant amount of work being undertaken in the ICT space currently. This includes the recent move to Canary Wharf, transformation programme and a number of organisation-wide projects which have ICT components. Work is being done with the Head of ICT to better understand these competing pressures and to prioritise accordingly.
- Legislative change – the draft regulations are awaited from the Home Office. Although implementation is not expected until April 2019, there is significant work to be done before then, such as preparing operational guidance/making ICT changes etc. Collaboration with the Home Office is continuing on this with a view to minimising any related risk.
- Operational performance – On timeliness of investigations, this has changed from green to amber. We remain close to the target and regular monitoring is taking place. Case complexity and the closing of some legacy cases is having an impact.
- We continue to maintain performance against the timeliness target for appeals and performance has remained green, despite an increase in the number of appeals completed.
- Monthly Staff ‘Pulse’ Survey there was a drop in responses for five out of the six statements in the May survey (which is sent randomly to a group of staff). This was unexpected but has gone back up in June. It is hoped this would continue to improve with the implementation of the proposition.
- Early data is available from the Public Perceptions Tracker. Public confidence data is positive but there are areas where further monitoring is necessary.

The Board discussed as follows:

- The importance of maintaining focus on performance particularly investigation timeliness. The DG updated on the work he is doing to raise the profile of this matter including the role that other organisations who are involved in the process need to play. Other areas showing a dip in performance were considered such as responding to parliamentary correspondence and dealing with staff complaints.
- The need to continually review results from the monthly Pulse survey to ensure that any themes are picked up and acted upon if necessary.
- The need for the report to contain more narrative on the reasons for a decline in the RAG status and steps being taken to address this.
- The importance of moving away from targets (quantity) and more in favour of quality (and learning) and noting how the Board could assist with improvement (where necessary).

**Agreed** to note.

## **8. RESOURCES REPORT**

The Director, Resources recalled that the written report to the end of May was presented to the Unitary Board at its June meeting. The report to the end of June is not yet available, hence the oral report to the meeting. He noted as follows:

- Core Budget – for YTD there is currently an underspend of £100K but a forecast of a small overspend of £350K for the financial year 2018/19. This is attributed to two matters (i) a particular Operations investigation requiring more resources and (ii) the

delay in the move to Canary Wharf which has increased dual running costs. A meeting was held with the GPA and Home Office last week to discuss the matters below.

- Responsibility for the additional capital fit-out cost at Canary Wharf – it was agreed that this will be dealt with between the Home Office and the GPA (without IOPC involvement).
- Responsibility for the dual running costs – GPA has indicated that they may defer the start date for Canary Wharf rental. Further meetings would be held on this.
- Hillsborough Budget – (this is ring-fenced) – there is a current underspend of just less than £0.5m. It is forecasting overspending by just over £0.5m for the 2018/19 financial year end. Further meetings are ongoing internally to review the forecasts and HO will be engaged as necessary.
- Capital – a capital challenge session is being held tomorrow where the IOPC will be looking to defend the current allocation and outlining requirements for additional budget.

**Agreed:**

- To note the report.

**9. ORAL UPDATE FROM THE DG**

The DG reported as follows:

- Since the last meeting, the DG had visited the City of London Police - meeting with the Commissioner, Federation Chair and visiting the custody suite.
- He also attended the Ministerial Board on Death in Custody where he presented a paper on timeliness. He provided the latest statistics in terms of case completion within 6 and 9 months but also highlighted the role of other players in the process and the need for adopting a joint effort to improve timeliness across the whole system. It was agreed that the relevant parties would come together to discuss further.
- The DG had met with the Home Office on Section 22 guidance and shared the current position of the IOPC. Further discussion will take place with the NPCC shortly.
- The DG had this week met with the Chief Constable and PSD of West Midlands Police. They were positive about recent interaction they have had with the IOPC.
- Tomorrow, the DG is visiting the National Police Chiefs Council where he will reiterate the proposition and get feedback. He will also meet all of the Police and Crime Commissioners (PCCs) at their AGM next week.
- The Framework Agreement has now been signed and will soon be published.
- Next week, some members of the Board will join the DG on the recruitment panel for the posts of Deputy DG (Strategy and Corporate Services), Director, People and Head of Private Office Group.
- The annual statistics on deaths following police contact will be published on 25 July. The document would be circulated to members as soon as possible. Due to the status of the statistics (they are certified national statistics), the Director, Strategy and Impact reported that it would not be possible to share the report with Board members ahead of publication. Some Board members expressed concern about this and asked for this to be discussed with the National Statistics Office.

**Agreed to note.**

**Action: Director, Strategy and Impact (to liaise with the National Statistics Office).**

## **10. UPDATE ON NEW IOPC MISSION AND STRATEGIC OBJECTIVES**

The paper was presented by the Director, Strategy and Impact. The aim was to invite comments on the design criteria developed for the new mission and strategic objectives for the IOPC. Also, to discuss and then shape the mission and strategic objectives proposed in the paper.

As a preliminary step, she invited the Business Planning and Projects Manager to brief the Board on the activities of the team to date, including the timetable for developing the new Plan and the process. The Manager updated the meeting concluding by emphasising the importance of making timely decisions in order to comply with the timelines set for developing and agreeing the document.

The Director, Strategy and Impact noted that the DG's proposition has set a roadmap for the IOPC. Although, well received by stakeholders it does not remove the key challenge of developing a mission which reflects the diversity, complexity (and differing views) of stakeholders. Nonetheless, the aim is to strike the right balance between accountability and learning/improvement as desired outcomes.

The Director informed that the chosen mission would be supported by a set of strategic objectives. These will be underpinned by annual targets which are specific and measurable.

Board members recognised the tight timescales for this work and confirmed that they would be happy to consider matters via email over the summer if necessary. Meanwhile, they discussed as follows:

- The mission and objectives should highlight how the IOPC is different from the previous organisation (e.g. greater emphasis on learning, diversity of voices, and engagement with stakeholders, ensuring/promoting accessibility and addressing barriers thereto).
- The draft statements were broadly in the right direction with the preference for draft statements being options 1, 2 and 4. All needed some further amendment and suggestions were made as follows:
  - option 1 (review “scrutinise”).
  - option 2 - “accountability” should not be at the end. Also review “delivering”. This could be replaced with “holding police to account”.
  - option 4 –consider replacing ‘public confidence’ with ‘standards’.<sup>4</sup> Also consider alternative to “mistakes” such as “learn lessons”.
- The mission statement should start with the outcome we are seeking to achieve and then reference accountability and learning in that order.

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<sup>4</sup> Some noted that ‘public confidence’ is necessary given that this is statutory purpose.

The Board also considered the suggestions on the strategic objectives: It noted as follows:

- Consideration could be given to combining the first two objectives.
- Objective 3 should include 'improving policing' rather than embedding change.
- These could further reflect the comments on accessibility.
- The fourth objective should be shortened by removing the second sentence (this describes how it would be achieved rather than the outcome itself).
- All the objectives should be measurable.

**Agreed: to revisit the objectives after further work.**

## **11. REGISTER OF INTEREST (PAPER REF IOPC 07/18/11)**

The Chair recalled the discussion on this item at the last meeting.

The report was presented by the Chief of Staff (Ag.). She explained the template provided and completion guide attached to the report. She invited the Board to approve.

The Board discussed as below:

- Clarification required on "relevant interest" held by close family members.
- It was recommended that the test to be applied is what a reasonable person would consider a 'relevant interest'.
- Shareholding in other companies should be limited to companies having dealings or likely to have dealings with the IOPC. This should be clarified.
- Where a post offered to a NED could be perceived as a conflict, this should be notified to the Head of Private Office Group prior to taking up the post so clearance/clarification could be obtained prior to accepting the post. The supporting guidance should be clear who is responsible for providing clearance/clarification.

**Agreed:**

- to approve the template.
- to approve the guide (subject to the amendments).
- that members will fill in the template and forward this to the Chief of Staff (Ag). by 27<sup>th</sup> July 2018.
- that previous data could be destroyed in line with the provisions of the GDPR.

**Action: Chief of Staff (Ag.).**

## **12. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/18/12)**

The Board considered the report presented by the Governance Secretary.

**Agreed** to note the report.

### 13. FORWARD PLAN (PAPER REF IOPC 07/18/13)

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.

### 14. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 07/18/14)

The Chief of Staff (Ag.) noted the ongoing review of Board meeting dates. This will no doubt impact on committee meeting dates. She noted the enquiries raised on the future of rotating meeting venues.

The Board acknowledged that rotating the meeting venues has been helpful in engaging with staff and familiarising itself with the work of the IOPC. However, this arrangement would be streamlined in future. Such review will be implemented with caution to avoid staff at the frontline of IOPC work feeling alienated from the Board.

**Agreed:** that visits will continue but at a lesser pace than the current arrangement, perhaps having two meetings a year in the regions.

**Agreed:** to note that the meeting dates for the HR and Remuneration Committee meeting have been **amended** as below.

- Wednesday 17 October 2018 at 2.00pm
- Monday 7 January 2019 at 2.00pm
- Thursday 14 March at 10.30am

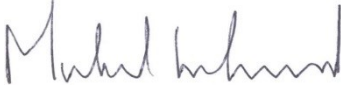
**Action: Governance Secretary.**

### 15. ANY OTHER BUSINESS - HILLSBOROUGH INVESTIGATION (AWARENESS SESSION)

The Director of Hillsborough, made a presentation on the investigation and highlighted a variety of related sensitivities and future work. The work undertaken was very much appreciated by the Board and their thanks were passed to on to all staff involved.

The Chair closed the meeting and thanked members and staff for their attendance and participation.



<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	12 September 2018

## Schedule of Actions

<b>Agenda Item</b>	<b>Responsibility</b>
4	Director, Resources
9	Director, Strategy and Impact
11	Chief of Staff (Ag.) DGO

## IOPC Board - Future Meeting Dates/Times/Venue

**F/Y 2018/19**

**Time: 10.30am**

Date	Venue
Wednesday 12 <sup>th</sup> September 2018	London
Wednesday 10 <sup>th</sup> October 2018	Cardiff
Wednesday 14 <sup>th</sup> November 2018	London (Canary Wharf)
Wednesday 12 <sup>th</sup> December 2018	Sale
Wednesday 13 <sup>th</sup> February 2019	London (Canary Wharf)
Wednesday 20 <sup>th</sup> March 2019	Wakefield

**F/Y 2019/20**

**Time: 10.30am**

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

# ARAC - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

## F/Y 2018/19

Date	Status
Tuesday 30 <sup>th</sup> October 2018	London (Canary Wharf)
Tuesday 22 <sup>nd</sup> January 2019	“

## F/Y 2019/20

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

# HR and Remuneration Committee

## - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

### F/Y 2018/19

Date	Status
Wednesday 17 <sup>th</sup> October 2018 at 2.00pm	London (Canary Wharf)
Monday 7 <sup>th</sup> January 2019 at 2.00pm	“
Thursday 14 <sup>th</sup> March 2019 at 10:30am	“

### F/Y 2019/20

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