

10 South Colonnade
The South Colonnade
Canary Wharf
London E14 4PU

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

IOPC 07/18/04

Board Meeting

Date & Time: Wednesday 20 June 2018 at 2:30pm

Venue: Canary Wharf, London E14 4PU

Present:

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

In Attendance:

David Emery	General Counsel
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

Apologies were received from Bill Matthews.

3. DECLARATION OF INTERESTS

There were no declarations of interests.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 9 MAY 2018 (PAPER REF IOPC 06/18/04)

The Board considered the minutes of the last meeting held on Wednesday 8 May 2018. It agreed to approve the minutes as a correct record (subject to a minor amendment).² The Chair signed the document for the IOPC record. The Board noted that the minutes would be published in line with the Standing Orders.³

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 06/18/05)

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

- **Re item 6 Action** – to give priority to setting risk appetite at the next Board meeting. This is addressed under item 11 (below).
- **Re item 8 Action** – to publish a statement on the website to set the record straight in relation to the previous inaccurate reporting by the Press on the recent ET matter. It was noted that a statement was widely shared with the media leading to positive press coverage.
- **Re item 9 Action** – on GDPR compliance update. The meeting noted that the update was circulated after 25 May.

Agreed: to note.

6. REPORT FROM COMMITTEE (ARAC) – STANDING ITEM

The Board considered the minutes of the Audit and Risk Assurance Committee (ARAC) meeting held on 12 June 2018. The Committee Chair highlighted some of the matters discussed such as:

- The Annual Report and Accounts – there were no concerns raised.

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

² Item 16 – reference to DG (Operations) should be Deputy DG (Operations).

³ Sub-para 10.13.1 of SO.

- Matters for the risk register and consistent embedding of risk management across the organisation
- Avoiding security breaches
- Board discussion on risk appetite and risk exposure.
- Two IA reports with 'limited assurance' ratings.
- Implementing the IA recommendations
- Learning lessons and escalating risks

The ARAC Chair also attended the Home Office (HO) ARAC meeting. This provided an opportunity to raise IOPC visibility. The Chair had discussions on a variety of matters which will inform the Committee's own work.

Agreed: to note the report.

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 06/18/07)

The Director, Strategy and Impact noted:

- The dashboard reflects figures up until the end of April.
- There are some gaps due to quarterly figures not yet available.
- It has been agreed that a fuller report on projects and status will be published internally for staff.
- The dashboard will continue to be published externally.

The Deputy DG (Operations) noted:

- Re operation performance = 80% YTD. This has gone back up since the last report.
- There are still concerns around the closure rate compared to opening rate. We are currently running on target to open over 800 independent investigations this FY.
- Re Hillsborough – abuse of process argument is ongoing. Judgement will follow shortly.
- Members will be added to the distribution list to receive 'Our Story' publication.

The Director, Resources noted:

- Canary Wharf relocation is substantially complete. Staff like the positive environment.
- There are outstanding issues re hubs programme. A meeting is being held with the Programme Director for hubs to discuss further.
- Re GDPR – implementation is progressing. Short-term actions were identified by 25 May and these have been substantially completed. Legal Services and the Data Protection team are to be commended for their input. Some issues persist around compliance with our data destruction policy due to the moratorium on destruction of information. This was only lifted on 25 May. Files for destruction have been identified but the work is yet to commence as focus has been on the move to Canary Wharf.
- A GDPR compliance audit is ongoing.
- Further work is being undertaken for the ICO on Article 14 and how that will be applied within Operations.

Agreed:

- To note the report.
- To note the hard work done by the legal and data protection team.

- To receive an update report on outstanding matters on the implementation of the GDPR.

Action: Director, Resources.

8. RESOURCES REPORT

The Director, Resources noted as follows:

- As at the end of May there is projected to be a £0.3m underspend.
- However, by the end of the F/Y there is a forecast to have an equivalent overspend as a result of the dual running cost of Holborn and Canary Wharf.
- It is unclear how much of the additional cost of Canary Wharf will be picked up by the Government Property Agency (GPA).
- There is a continued underspend within the Hillsborough budget as the HO has continued to provide the necessary resources.
- Re capital – figures suggest an over-programming on capital. This is attributed to IT transformation and changes in support of legislative change. We are in a good position to negotiate with the HO. However, this will be in the absence of the Finance Director at HO who has been reassigned and is unlikely to return to the post.

The Board discussed the following:

- The dual running cost and the responsibility of the GPA to underwrite the related cost. This will be discussed at the next meeting with the GPA.
- The Hillsborough budget and associated issues.
- Accurate business forecasts.
- The budget for the Deputy DG (Strategy and Corporate Services) role and ensuring that this is added to the forecast as soon as possible.

Agreed to note the report.

9. ORAL UPDATE FROM THE DG

The DG noted as follows:

- The Director, Resources is to be commended for the move to Canary Wharf. The move is going well. Staff members have welcomed the move.
- Since the last meeting, the DG has been attending meetings and promoting the proposition. These meetings include the Policing Minister, Chief Constable of Warwickshire, President of the Black Police Officers Association. He also mentioned the successful non-statutory stakeholder roundtable that had taken place this week. Further, the DG attended the Police Federation conference. The Federation welcomed the fresh approach. Engaging on 1-2-1 basis with some of the representatives helped to break down barriers and a number of follow up engagements will be progressed.
- A meeting is being held with the City of London Police later in the week.
- In general, the proposition has gone down well given its focus on areas of concern such as mental health, discrimination and RTI amongst others.
- The DG also attended a meeting of Home Office Arms' Length Bodies (ALB). This was positive and the conclusion is that the IOPC is progressing well.
- Recruitment is underway for the Deputy Director General (Strategy and Corporate Services) and Director of People.
- HR and Remuneration Committee will hold its first meeting on 4th July.

10. ANNUAL REPORT AND ACCOUNT (PAPER REF IOPC 06/18/10)

The Director (Strategy & Impact) thanked members for their contributions and reported that wherever possible, comments have been incorporated into the final version of the report. ARAC had a chance to scrutinise the report last week and the next stage is for the HO to seek ministerial approval

Agreed:

- To agree the report for submission to the HO.
- To thank the Content and Design Manager (Sara Clark) and the Head of Finance (Mike Benson) for their excellent work in preparing the report.

11. RISK APPETITE (PAPER REF IOPC 06/18/11)

The report was presented by the Director, Resources. The aim was to inform Board discussion on developing a risk appetite for the IOPC so that risks are properly managed in delivering the strategic objectives of the organisation. He highlighted as follows:

- The previous organisation had a risk appetite statement.
- However, given the new governance structure under the IOPC, it is necessary to review and develop a similar statement to reflect the new organisation.
- A breakdown of a number of areas in the report were discussed and some areas identify more risk than others.
- The risk appetite in each area has been reviewed by the business activity owner in conjunction with the strategic propositions. Key changes have been recommended. This will inform the new strategic plan.
- The statement will be reviewed annually alongside the strategic plan.
- Management Board had earlier considered a paper on the organisational approach to quality. This should also inform the document going forward.

The Chair shared that staff and stakeholder feedback was that in a number of areas the organisation was felt to be too risk averse.

The Board noted:

- The different function areas and the proposed changes in the report. It acknowledged that in view of the ongoing changes (including cultural changes) within the organisation, a degree of trust is required so that staff members were able to exercise certain responsibilities with no adverse effect on productivity.
- That approach to risk plays an important role in this area. The Board discussed that there should be consistency in interpretation so that there is clarity and that balance should also be maintained. It also agreed that risks identified should be actively managed. They would be scrutinised and monitored by the Board through its committees.

Agreed:

- To note the report.
- That a draft narrative statement be presented to the Board in the foreseeable future following further work by Management Board.

Action: Director, Resources/Risk and Audit Manager

12. CODE OF CONDUCT (PAPER REF IOPC 06/18/12)

The document was introduced by the Deputy Director General (Operations). The aim was to consider the new code of conduct for staff members and a separate code for non-executive board members. The Deputy Director General recalled the previous discussion of the Board about the application of the current code to both staff and commissioners of the former IPCC. This was acceptable given that the commissioners under the previous regime were also involved in operational work. This is not the case under the IOPC Unitary Board which comprise both executive and non-executive members. The Code of Conduct issued by the Cabinet Office for holders of public office was recommended as the relevant code to be adopted by the non-executive members.

A draft Code of Conduct for staff was presented to the Board for their agreement. This was largely the same as the previous version although all references to the IPCC and the previous governance structure had been removed. Further work is required to update associated documents such as the Conflict of Interest policy which requires review to ensure suitability for staff. The Deputy DG advised that any significant update (beyond the removal of references to the IPCC and previous governance structure) would require consultation with staff, unions etc.

The Board discussed the document and raised enquiries in some areas. There was discussion as to whether the current Code of Conduct and associated Conflict of Interest policy was too prescriptive and required further update. There was also discussion around the nature of declarations required by Board members, with further work required on this area.

Agreed

- That the Code of Conduct issued by the Cabinet Office will apply to non-executive members (and the DG). That the revised Code of Conduct be AGREED pending further review following the arrival of the Director, People.
- That the Conflicts of Interest policy be further reviewed following the arrival of the Director, People.
- That going forward, matters relating to the Code of Conduct and Conflicts of Interest policy be delegated to the HR & Remuneration Committee.

Action: Deputy Director General (Operations)

13. REGISTER OF INTEREST (PAPER REF IOPC 06/18/13)

The document was presented by the Chief of Staff (Ag.) who recommended that the item be deferred following the discussion under agenda item 12 (above). The Board welcomed and acknowledged the importance of making declarations in order to ensure transparency. It also noted the need to distinguish and achieve balance between what declarations are made publicly and what are held privately.

Agreed:

- To defer the item
- To circulate a draft document before the next Board meeting. This should inform discussion about the nature of declarations/disclosure to be made.

Action: Chief of Staff (Ag.)

14. FRAMEWORK AGREEMENT (PAPER REF IOPC 06/18/14)

The report was presented by the Chief of Staff (Ag.). She noted that the Framework Agreement has previously been circulated to members by email to comment and agree. The document has been agreed by all Board members and the final copy has been forwarded to the HO for approval.

Agreed: to note.

15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/18/15)

The Board considered the report presented by the Governance Secretary.

Agreed to note the report.

16. FORWARD PLAN (PAPER REF IOPC 06/18/16)

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.

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

The document was presented by the Governance Secretary. The following **amendments** were noted.

- September meeting will now be held in Croydon.
- November meeting will now be held in London.

Action: Governance Secretary

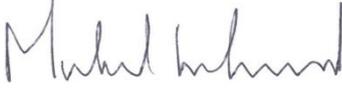
18. ANY OTHER BUSINESS

• **LEGISLATIVE CHANGE (AWARENESS SESSION)**

The Director, Strategy & Impact made a presentation on the variety of ongoing legislative changes relating to the police complaints and disciplinary systems. The aim was to raise awareness and develop the Board's understanding on the work of the IOPC in these areas.

The Board thanked the Director and commented on the significant changes that were ongoing. It discussed the resource implications and received assurance in this regard.

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

NAME	Michael Lockwood
SIGNATURE	
DATE	11 July 2018

Schedule of Actions

Agenda Item	Responsibility
7, 11	Director, Resources/Risk and Audit Manager
12	Deputy Director General (Operations)
13	Chief of Staff (Ag.) DGO

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2018/19

Time: 10.30am

Date	Venue
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 30 th October 2018	London (Canary Wharf)
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	“