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Board Meeting

Date & Time: Wednesday 14 November 2018 at 10:30am

Venue: Croydon

Present:

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

In Attendance:

David Emery	General Counsel
Lianne Corris	Head of Private Office Group
Karen Jamieson	Risk and Audit Manager
Steve Oakley	Head of Policy and Public Affairs
Mark Hines	Policy and Engagement Manager
David Ford	Head of National Operations

1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate¹. The Chair welcomed all members to the meeting.

2. APOLOGIES

The Board received apologies from Kathie Cashell and Margaret Bruce.

3. DECLARATION OF INTERESTS

In light of references within the papers to possible increased pension contributions, GP noted that he was Chair of the Board of the Government Actuary's Department (GAD) which was responsible for the technical work on the pensions re-evaluation exercise. Policy was however a matter for HM Treasury rather than GAD.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 10 OCTOBER 2018 (PAPER REF IOPC 11/18/04)

The Board considered the minutes of the last meeting held on Wednesday 10 October 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 Orders².

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 11/18/05)

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

- In relation to IOPC 10/18/11, Ms Gill will meet with the Director, Strategy and Impact to discuss further.
- In relation to IOPC 10/18/12, the Head of Private Office Group updated that revised procedures had been circulated along with a response to feedback received from members. The Board confirmed their agreement to the two procedures.

The Board also remarked on the need to ensure that all potential actions are picked up in the minutes going forward – the specific example highlighted related to the need to ensure a report came to the Board in future on EIAs and how they are used within the organisation (ACTION).

Committee members also confirmed that the same matters arising schedule be replicated for the two committees too (ACTION).

Agreed:

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.

- The staff and DG/NEDs complaints procedures.
- To note the matters arising report.

Actions:

- To ensure a report on EIAs is added to the forward planner (Head of Private Office Group).
- To arrange for publication of the complaints procedures (Head of Private Office Group).
- To replicate the matters arising report for the two committees (Head of Private Office Group).

6. REPORT FROM HR AND REMUNERATION COMMITTEE MEETING 17/10/18 (PAPER REF IOPC 11/18/06)

Mr Harvey, the Chair of the HR and Remuneration Committee highlighted the following areas from the minutes of the last meeting:

- Item 6 – coordination of L&D activities. Mr Harvey commented that this work has started but remains ongoing. Further updates will be provided to the Committee at subsequent meetings.
- Item 9 – the staff survey work is now closed. Findings are due to be discussed by the Committee at the next meeting. The DG highlighted that initial results are due any time.
- Item 14 – Inclusive leadership training. The Committee had agreed that this training should be made available to NEDs. Invites will be extended to NEDs but attendance is not mandatory.

Ms Lines asked about the disproportionality of BAME staff involved in disciplinary/grievance proceedings and suggested that work was required to look at this as a matter of urgency. Mr Harvey confirmed that the Committee would pick this up. She also suggested that a Board discussion would be helpful in relation to our national vs regional workforce planning arrangements (in specific relation to ethnic diversity).

Agreed:

- To note the report.

7. REPORT FROM AUDIT AND RISK ASSURANCE COMMITTEE MEETING 30/10/18 (PAPER REF IOPC 11/18/07)

Ms Jervis, the Chair of the Audit and Risk Assurance Committee (ARAC) highlighted the following areas from the minutes of the last meeting:

- There had been a detailed discussion on the Resources Report and funding position for next year. The Committee was looking for assurance on planning for a range of outcomes and had also highlighted the importance of understanding the flexibility around staff on fixed term contracts.
- The Committee had considered the latest strategic risk update which felt as though it was reflecting the right kind of issues with data/ICT risks being the strongest theme.
- The Committee had undertaken a useful deep dive into disclosure risk.

- There had been lots of discussions about where we are organisationally (moving from a small to larger organisation) and whether our processes are fit for purpose. The Committee had recognised the continuing progress in this area.
- The Committee had received two internal audit reports – on GDPR and key financial controls. The latter of these was positive. On GDPR, areas for outstanding action were raised in line with briefings previously provided to the Board. The Committee had recognised the positive relationships with the ICO currently but had suggested that assurance was needed that the resolution of the outstanding matters was happening at an appropriate pace.
- In relation to external audit, a number of changes are expected in NAO personnel at all levels – this will need to be considered when planning for next year’s Annual Report and Accounts process.
- There was lots of discussion on staff complaints. Mr Matthews highlighted that he will be working with Ops Management in relation to how best to deal with repeat/vexatious complainants.
- The DG reflected on the fact that internal and external audit do not appear to work closely together. Some NEDs reflected on their experience where this was the case and it was agreed that Director, Resources would discuss with the NAO prior to the next ARAC meeting (ACTION).

Agreed:

- To note the report.

Actions:

- To discuss the relationship between internal and external auditors ahead of the next ARAC meeting (Director, Resources).

8. IOPC STRATEGIC RISK REGISTER (PAPER REF IOPC 11/18/08)

The Risk and Audit Manager introduced the report and highlighted that this version was presented to the last ARAC meeting. Comments were as follows:

- Ms Gill questioned whether the risk around quality of investigations should be considered more in the context of a potential reduction in budget, changes in legislation, changes in systems etc. The DDG (Ops) stated that more detail did sit underneath the Strategic Risk Register that addressed some of this but that there may still be more to do. Ms Lines suggested we could monitor through the performance report which currently states that quality is high.
- Ms Jervis also highlighted the associated risk around legacy cases and the impact that will have on timeliness and perceptions amongst other external audiences.
- Ms Gill also questioned some of the people/HR risks, in particular whether there were actions in areas other than diversity? Are the skills and competencies needed addressed adequately in the mitigating actions? The DDG (Ops) highlighted there is more detail on the directorate level risk register.
- Mr Podger asked whether the right risks were on the Strategic Risk Register and suggested that Management Board have another look at this (ACTION).
- The Risk and Audit Manager highlighted that the escalation of risks to the Strategic Risk Register was documented in the organisational risk policy. She also highlighted that her team will be doing a review of directorate risk registers over the next few weeks. Ms Jervis suggested that ARAC have another look at the policy and at the

directorate level registers (ACTION). It was agreed that the organisational risk policy be re-circulated to ARAC members (ACTION).

- Mr Harvey expressed surprise that the diversity risk had lessened and suggested that ARAC may wish to assure itself that this was appropriate.
- Mr Harvey also asked about the estates risk and the Director, Resources gave an update on the latest position re the hubs strategy and IOPC offices. He explained that the risk had lessened in the shorter term ,
- The Board were grateful for the paper and stated that they were assured that the SRR is being actively managed.

Agreed:

- To note the report.

Actions:

- For Management Board to have another look at the Strategic Risk Register and assure itself that the right risks are on there (Risk and Audit Manager).
- To circulate the organisational risk policy to ARAC members (Risk and Audit Manager).
- To put the directorate level risk registers on the agenda for the next ARAC meeting (Head of Private Office Group).

9. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 11/11/09)

The DDG (Ops) introduced the report and noted as follows:

- Overall investigations performance remains broadly the same. 77% of independent investigations were completed within 12 months and there remains a focus on closing legacy cases.
- There had been a volume drop in terms of what has been received last month but this represents normal seasonal variation and is back up at expected levels.
- On the projects/portfolio summary, the transition from the current ICT contract and delivering digital learning had moved from amber to red. In relation to the latter, there had been some ICT platform challenges. There is now a way forward but it is a different scale of solution to that originally envisaged by L&D.
- The Director, Resources gave an update on ICT transition stating that time had been lost due to the rollout of new kit and some staff departures. He updated that a Head of ICT had been appointed but was not yet in post. There was discussion about the further arrangements and process for ICT transition. It was suggested that ARAC may wish to have a closer look at this (ACTION). Ms Gill asked whether the ICT Strategy would go to the Board. The Director, Resources confirmed that it would not be finalised until the new Head of ICT was in post but that he would expect it to bring it to the Board.
- Mr Matthews asked about the delays to legislative change and whether it was right that this continued to be resourced.
- Ms Jervis questioned why a number of completion dates were tbc and suggested that they needed to be updated with clear mitigations determined particularly if measures were amber/red (ACTION).
- As a point of clarity, it was confirmed that the stats presented were for September 2018 (the heading stated August).

Agreed:

- To note the report.

Actions:

- ICT transition to be added to a future ARAC meeting agenda (Head of Private Office Group).
- Completion dates to be updated on the report (Director, Strategy and Impact).

10. RESOURCES REPORT (PAPER REF IOPC 11/11/10)

The Director, Resources introduced the report and noted as follows:

- The written report provides September figures but October figures are now available.
- The paper forecasted expenditure for the full year to be on budget but with risks of emerging underspend. A forecast underspend of £350k has now emerged for the full year (due largely to a reduction in expenditure on people in Operations and a variance in costs relating to Canary Wharf).
- The Hillsborough full year forecast underspend has increased by £1.24m. Discussions are currently ongoing with the Home Office and others about using some of the space within the Warrington office which would impact further on the budgetary position.
- On capital funding, there is no further update than that in the paper. Further capital may be requested – to refit the Birmingham office for example.
- The DG highlighted that he has had discussions with the Home Office in relation to future funding and the need for early clarity. He hoped to receive an update this week.
- Ms Lines asked how the Board would be sighted/involved in future funding discussions. Others pointed out that timing would be critical and that there needed to be consideration of the fact that the Board does not meet between December and January.

Agreed:

- To note the report.

11. ORAL UPDATE FROM THE DG

The DG reported as follows:

- That he has spoken at the NPCC/APCC conference, Police Foundation event and other events since the last meeting.
- He has met with the Police Staff associations and discussions have been productive.
- He has met Mark Burns-Williamson, Chair of APCC who was positive about the direction the organisation is headed in and is keen to help in terms of identifying learning from the complaints they see.
- He has met with CC Sara Thornton who will be stepping down from the NPCC in April and will be succeeded by DAC Martin Hewitt.
- He will visit the Police Investigations and Review Commissioner in Scotland in December.
- He has also met Lord Bradley, Kevin Brennan MP and families affected by autism. This was a useful meeting and the associated Parliamentary debate on this will be circulated as there are some key areas of learning from this. (ACTION).

- Section 22 – the revised guidance was submitted to the Home Secretary and a decision is awaited. This has been published.
- The first thematic roundtable has taken place, on domestic abuse. Police and non-police stakeholders attended and very positive feedback has been received. The note of the meeting and programme of future meetings will be circulated (ACTION).
- Strategic Plan – this is currently with the Minister’s office for clearance. We are still hoping to publish on the 20 November. Mr Harvey suggested that the report needed to be clear that it was being jointly published by the Board and the DG.
- DDG (Strategy and Corporate Services) – Tom Whiting will start in early February and an announcement is being made to staff imminently.
- The Policing Minister is due to visit the Canary Wharf office tomorrow. He will do an office walkaround. A meeting is also scheduled with the Shadow Home Secretary.
- There was mention of the Board evaluation meeting on the 7 January. NEDs are to confirm to Mr Podger if they are available for a meeting (ACTION).
- The Head of Comms is leaving just before Christmas and this post is currently advertised.
- The DG had given an interview to Radio 4 last week – this focussed on matters such as timeliness and directed hearings.
- Initial results for the staff survey had arrived during the course of the meeting and were shared with the Board.
- The DDG (Ops) gave the Board a short briefing on the Police Scotland investigation currently ongoing in relation to a former Commissioner. General Counsel also provided a written briefing on this.

Agreed:

- To note the report.

Actions:

- To circulate the Parliamentary debate on autism (Head of Private Office Group) – COMPLETE.
- To circulate the note of the domestic abuse roundtable and the schedule of future events (Director, Strategy and Impact).
- To confirm availability for a Board evaluation event on 7 January (NEDs).

12. IMPACT REPORT (PAPER REF IOPC 11/18/12)

The Head of Policy and Public Affairs introduced this report and reminded the Board that this will be a new report and that nothing like this has been produced before. The Board commented as follows:

- Ms Gill expressed the need to ensure that diverse individuals are reflected in the included case studies and that it would be important to demonstrate how we have improved access (both locally and nationally) for some of the more vulnerable groups.
- Mr Harvey noted the point about organisational consultation fatigue and suggested that it would be good to emphasise some of the more innovative things in the paper.
- Mr Harvey also stated that, where possible, it would need some quantitative data as well as qualitative.
- Ms Lines suggested it would also be good to gather evidence from external stakeholders (wider than just policing). The Head of Policy and Public Affairs stated that this would be planned for.

- Mr Podger stated that it was important not to underestimate how difficult it could be to pull this report together and that the team should escalate concerns if needed. It would be important to ensure that examples included could stand up to scrutiny.
- The Head of Policy and Public Affairs asked for any examples of good impact reports that members were aware of.
- The DG suggested that an early version of the report is brought back to the Board for their input (ACTION).

Agreed:

- To note the report.

Actions:

- To ensure an early version of the Impact Report is brought back before the Board for further discussion (Director, Strategy and Impact).

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/18/13)

The Board considered the report presented by the Governance Secretary.

Agreed:

- To note the report.

14. FORWARD PLAN (PAPER REF IOPC 11/18/14)

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 11/18/15)

The Board noted the report but emphasised the need to consider holding meetings in other offices, if the need were to arise.

The Director, Resources also pointed out that Unitary Board membership may change in light of the new DDG (Strategy and Corporate Services) joining.

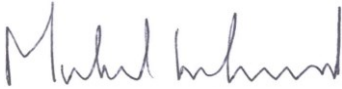
Agreed:

- To note the report.

16. ANY OTHER BUSINESS

- The Board considered and noted the latest HO Dashboard.

- David Ford (Head of National Operations) gave a brief presentation on National Operations. It covered the work of Casework, Customer Contact Centre, Casework Admin, the Assessment Unit and ISUs. The Board thanked David and his team for their important work in these areas.
- The Chair closed the meeting and thanked members and staff for their attendance and participation.
- The meeting was following by a tour of the office and an opportunity to meet with staff.

NAME	Michael Lockwood
SIGNATURE	
DATE	12 December 2018

Schedule of Actions

Agenda Item	Responsibility
5	Head of Private Office Group
7	Director, Resources
8	Risk and Audit Manager/Head of Private Office Group
9	Head of Private Office Group/Director, Strategy and Impact
11	Head of Private Office Group/Director, Strategy and Impact, NEDs
12	Director, Strategy and Impact

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2018/19

Time: 10.30am

Date	Venue
Wednesday 14 th November 2018	Croydon
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 (tbc)
Wednesday 24 th April 2019	London
Wednesday 29 th May 2019	London
Wednesday 26 th June 2019	London
Wednesday 24 th July 2019	London
Wednesday 25 th September 2019	London
Wednesday 23 rd October 2019	London
Wednesday 27 th November 2019	London 2-4.30pm
Wednesday 29 th January 2020	London
Wednesday 26 th February 2020	London
Wednesday 25 th March 2020	London

F/Y 2020/21

Time: 10.30am

Date	Venue (tbc)
Wednesday 29 th April 2020	London
Wednesday 20 th May 2020	London
Wednesday 24 th June 2020	London
Wednesday 29 th July 2020	London
Wednesday 23 rd September 2020	London
Wednesday 21 st October 2020	London
Wednesday 25 th November 2020	London
Wednesday 27 th January 2021	London
Wednesday 24 th February 2021	London
Wednesday 24 th March 2021	London

ARAC - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

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

F/Y 2019/20

Date	Venue
Tuesday 16 th April 2019	London (Canary Wharf)
Wednesday 12 th June 2019	“
Wednesday 16 th October 2019	“
Wednesday 22 nd January 2020	“

F/Y 2020/21

Date	Venue
Tuesday April 14 th 2020	London (Canary Wharf)
Tuesday 9 th June 2020 or Wed 10 th June	“
Tuesday 13 th October 2020 (or Wed 14 th October)	“
Tuesday 19 th January 2021(or Wed 20 th)	“

HR and Remuneration Committee

- Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

Date	Status
Wednesday 17 th October 2018 at 2.00pm	“
Monday 7 th January 2019 at 2:00pm)	“
Thursday 14 th March 2019 at 10:30am	“

F/Y 2019/20

Date	Venue
Wednesday 1 May 2019	London (Canary Wharf)
Wednesday 17 th July 2019	“
Thursday 7 th November 2019	“
Thursday 13 th February 2020	“

F/Y 2020/21

Date	Venue
Tuesday 5 th May 2020	London (Canary Wharf)
Wednesday 15 th July 2020	“
Thursday 5 th November 2020	“
Thursday 11 th February 2021	“