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Board Meeting

Date & Time: Wednesday 13 February 2019 at 10:30am

Venue: Room 1.03 (Canary Wharf)

Present:

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

In Attendance:

Tom Whiting	Deputy DG (Strategy & Corporate Services) (observer)
Lianne Corris	Head of Private Office Group
Thea Walton	Head of Knowledge and Oversight
Stephen Oakley	Head of Policy and Public Affairs
Helen Derbyshire	Equality and Diversity Lead
Elizabeth Jones	Senior Stakeholder Engagement Manager
Margaret Bruce	Governance Secretary

1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate.¹ The Chair welcomed members and other attendees to the meeting. He introduced Tom Whiting the new Deputy DG (Strategy and Corporate Services) who will have responsibility for all non-operational directorates i.e. Strategy and Impact, People, Resources and Legal Services. Mr Whiting took the opportunity to brief the meeting on what he had been doing since starting the previous week.

2. APOLOGIES

The meeting received apologies from Manjeet Gill.

3. DECLARATION OF INTERESTS

The meeting noted item 8 – review of the Unitary Board membership (in particular the executive members). There were no other declarations of interest.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 12 DECEMBER 2018 (PAPER REF IOPC 02/19/04)

The Board considered the minutes of the last meeting held on Wednesday 12 December 2018. It agreed to approve the minutes as a correct record. The Board noted that the minutes would be published in line with the Standing Orders². The Board also approved the format for the action tracker to be presented to all future Board and committee meetings.

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 02/19/05)

The Board considered the following matters arising from its last meeting in December 2018.

- **Item 7 – Action** - To promote closer working relations between IA and EA. The Director, Resources has met and had a discussion with the Head of IA and NAO Director.
- **Item 8 – Action** - Management Board to review the risk register and report to ARAC January 2019 meeting. Also to present directorate level risk register to ARAC January 2019 meeting. The Director, Resources reported that an in-house review of the directorate risk registers were undertaken in December 2018 and the outcome reported to Management Board and ARAC at its January 2019 meeting. The registers have now been updated.
- **Item 12 – Action** – To present update and outline of the content of Impact Report to the March Unitary Board meeting. In progress, update would be presented to the March meeting (**ACTION**).

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.

6. REPORT FROM HR & REMUNERATION COMMITTEE MEETING (HELD 07/01/2019) (PAPER REF IOPC 02/19/06)

The committee Chair noted that several items were discussed by the committee as reflected in the report. He highlighted some of these including the below.

- Pay remit – the restriction on pay remit (which applies across government departments) and the concern around the delay in the process of agreeing the pay remit as well as the decision to take steps to avoid delay in the process in future.
- Review of policy on Fixed Term Contracts - the ARAC chair also participated in the discussion on this item.
- Investigator accreditation – the current arrangement has not served the organisation well and a review is underway – a bespoke qualification is being considered and consultation with the College of Policing is ongoing.
- Role of ‘restricted persons’ in the IOPC –There was an early discussion in relation to this matter and it will ultimately come to the Board for further discussion.
- Health and Safety matters (in particular the use of personal safety devices) – there was a formal exchange of correspondence between the committee Chair and the DG to ascertain the position and actions being taken.
- Staff survey and related output and outcome.

The meeting discussed as below.

- Some amendments were suggested in relation to the committee minutes specifically in relation to:
 - ‘Restricted persons’ – amend to acknowledge the sensitivity involved and ensure clarification. **(ACTION)**.
 - Health and safety – amend para 1 of item 15 to acknowledge and reflect the significance of the incident reported. **(ACTION)**
 - Staff survey – there was an enquiry about whether the survey would be supported by an action plan. The Chair and Director (S&I) informed that Directors, managers and selected staff have had discussions to identify the key issues but actions would not be implemented on a standalone basis. A consolidated approach is being adopted where the concerns would be addressed through the One Plan/Business Plan. This is because some of the issues had already been identified during the development of the DG’s proposition and the One Plan. Some would also be addressed by the Chair through the Values In Action days currently being held at IOPC offices. There was discussion around the need to ensure clear communication of work being taken forward to address concerns raised through the survey. It was noted that the majority is under Portfolio 4 and progress would be monitored and reported accordingly.

Agreed:

- To note the report.
- To amend the areas relating to ‘restricted person’ and Health and Safety.

Action: Governance Secretary

7. REPORT FROM AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 22/01/2019) (PAPER REF IOPC 02/19/07)

The committee Chair highlighted two key areas as below.

- **The work coming out of the Internal Audit (IA) programme** – The envisaged ratings which are based upon the audits completed to date and the follow up/completion of recommendations. There was discussion in relation to the more systemic approach that has been taken in relation to some recommendations, which could appear to have left immediate risks unmitigated. The DG reported that he has asked Management Board members to ensure continued focus in this area.
- **ICT issues** – noting that the DG and Director, Resources are taking action on this. It is important to note that there are areas of pressing priority such as cyber security, transition of ICT contract and GDPR. The DG reported that an internal meeting has been held on 4th February and this has helped to bring more clarity on the issues. A further update would be provided to the committee (**ACTION**)

Agreed:

- To note the report.
- That updates would be provided on ICT issues to the ARAC members.

Action: DG

8. UNITARY BOARD MEMBERSHIP (PAPER REF IOPC 02/19/08)

The Chair noted the recent and upcoming changes in relation to Executive Board members. The Deputy DG (Ops) would be leaving by the end of the month and interviews are taking place this week for an interim replacement. Also, the appointment of the Deputy Director General (Strategy and Corporate Services) necessitates a review of the Unitary Board membership. In view of this he proposed the following executive team as members of the Unitary Board

- Tom Whiting - the new DDG (S&CS) (effective 14 February).
- Interim DDG (Ops) – following appointment
- The Director, Resources and Director, (Strategy and Impact) would continue to be Board members (given the nature of their responsibilities).

This brings the total Unitary Board membership to eleven comprising six NEDs and five executives (including the DG who is regarded as executive member of the 'Office' for these purposes). The meeting discussed and agreed the paper but noted the impact on quoracy of Board meetings. NEDs are in the majority by one member. This means that where a NED is absent at a meeting, the meeting would not be quorate. In view of this, the Chair was asked to look into the matter with a view to addressing it.

Agreed:

- To approve the proposal.
- That the Chair will look into addressing the concern raised about NEDs majority and effect on quoracy of meetings.
- To acknowledge and commend the significant contribution of Ian Todd (the outgoing Deputy DG (Ops)), and wish him well in his new role.

Action: DG

9. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 02/19/09)

The Director, Strategy and Impact presented the report. She highlighted as follows:

- The report covers performance up until the end of December 2018.
- Timeliness for completing independent investigation is improving – 78% completed within 12 months. If excluding major investigations, 80% target is being met.
- Legacy cases (i.e. cases over two years old) continue to be a focus and Management Board are reviewing them.
- There are a few reds in the KPIs. One example is the Learning the Lessons bulletin, where feedback has dipped (to 71%) on how useful the bulletin has been in driving change in policy and practice. This was disappointing given that a lot of work had gone into improving the bulletin to make it a much better product. However, the feedback should be treated with caution as it is a YTD result and only one bulletin had been issued during that reporting period. Also, the number of stakeholders who responded were much lower than previous year. It was noted that the 95% target set in this area may be rather high.
- Public perception tracker – there are some ambers in this area. The research company will be meeting with the IOPC next month to discuss matters such as methodology and some of the drivers.
- Parliamentary request – this has been discussed in the past, performance is improving but the bar had been set very high.
- Current projects – these were inherited from the previous strategic plan. There are areas such as ICT (discussed earlier). There is a lot of work ongoing with discussion on managing key risks. The focus is now shifting to the projects to be implemented from next F/Y under the One Plan. This includes the KIM strategy where the SROs have looked at a much broader view of KIM in the organisation. This will be incorporated across the organisation. Some of projects from this year are likely to be subsumed into the projects for next F/Y.

The Board deliberated as below.

- **Report on changes in performance** - the meeting requested more details in the summary area of the report in particular where there have been adverse changes in performance. This should explain reasons for changes and actions being taken to address them.
- **Project Work** - the current approach has been a tendency to adopt a project approach to work. This means that when a Project Manager leaves the organisation, there is resulting impact on the work. The Director informed that work is in progress to distinguish project work from those classified as Business as Usual (BAU). Professional project managers would manage projects and SROs would be allocated to specific areas under the One Plan. SROs are the senior managers across the business. All project managers have moved into the business development team so they could properly manage projects and monitor related risks. Other (non-project) work would have business leads. Both projects and BAU would be reported on and there will be a common understanding of projects and BAU across the business
- **Police survey** – the meeting discussed the efforts being made to get a better response. The Director explained that this was a one-off survey, other related work is ongoing.

- **Independent investigation first reviews (page 12)** – the meeting made further enquiries about the % of independent investigation first reviews which appeared to have dropped significantly. The Director promised to look into this and report back. **(ACTION)**

Agreed: to note the report.

Action: Director (S&I)

10. RESOURCES REPORT- (PAPER REF IOPC 02/19/10)

The Director, Resources presented the report. He noted as follows:

- The overall level of underspend (cash and non-cash) is down at 1.4% below P6 forecast (same for December 2018 and January 2019). Core cash has moved very little (by £1k). There is an underspend of 1.1% (£680K) which could be utilised elsewhere by the end of the year.
- Core business and Hillsborough – expenditure forecasts have fallen in these two areas. On core business, the accrual for VAT on Canary Wharf has been removed. The GPA who has the head lease on Canary Wharf and (from whom the IOPC lease derives) has elected with HMRC not to charge VAT.
- Hillsborough – the amount of space required is reducing and another occupier (the NCA) has been found to share the space with the IOPC. This means less rent for the IOPC.
- Capital – further capital cover was sought from the Home Office for some refit in Birmingham where there is approval to stay for another five years. This is in progress and should be completed by end of March. In Cardiff, approval is yet to be received from the Cabinet Office in order not to break the lease, there is no certainty on spending the capital we have on refit before the end of the F/Y. This could be utilised for other valuable matters such as ICT.
- The Home Office is looking for us to achieve 5% savings on our Grant-in-Aid next year. This comes to a total of £1.7m. This has been achieved from a ring fenced budget and further the HO has agreed to transfer some funds to the core budget. This provides some flexibility and is a good position to be for next F/Y. A particular challenge still persists i.e. the employer pension contribution. This is estimated at £2.4m. It is hoped the IOPC will not be required to fund all of this next year but a definitive response is awaited from the Treasury (via the HO) and it is understood that this decision should be communicated by 13th March. Contingency planning is in progress.

Agreed: To note the report.

11. ORAL UPDATE FROM THE DG

The DG reported on activities since the last meeting.

- HMICFRS and the College of Policing meeting – it was proposed to look at areas of common interest under the respective strategic plans of the three organisations.

Bespoke areas of work (such as mental health/vulnerability) will also be considered with a view to adopting a joined up approach. This is still at an early stage.

- Sara Thornton (NPCC Chair) meeting. - It was her last meeting as she will be moving to a new role.
- Commissioner Cressida Dick and Deputy Commissioner Sir Stephen House of the MPS - meeting in relation to a wide variety of issues including the use of tactical contact with mopeds (following a number of recent referrals).
- Two roundtables have been held on mental health and road traffic incidents. This brought together both policing and non-policing stakeholders and promoted good debate on many issues.
- A ministerial-led meeting attended by a number of system leaders to look at horizontal working within policing and how learning can be better shared across the service. A follow-up meeting is to be held in March.
- The first Values into Action Day was held at the Cardiff Office. There were many activities such as wellness and Health and Safety matters for staff to engage in. It was a good opportunity to acknowledge and thank staff for their work. The Chair and some members of the Unitary Board attended and participated in activities where they received good feedback. Members were encouraged to attend other VIA Days being held at other IOPC offices. This provides a good opportunity for Unitary Board visibility and to put in context, the decisions made at the Board level. The next VIA Day is being held in Sale the following week.
- The Home Affairs Select Committee is looking at progress since the Macpherson report. IOPC has sent a written submission which has been published.
- Emerging findings in relation to the internal audit of corporate governance will be received this Thursday.
- Interim DDG (Ops) appointment is being made on Friday 15 February.
- The hearing relating to the police officers in the Sean Rigg case is ongoing. Updates will be provided as matters progress.

- A formal thank you was made to Ian Todd, the departing Deputy DG (Ops) who is attending his last Board meeting. The Board thanked him for his contributions to the organisation (particularly the significant improvements in timeliness that had happened under Ian's leadership), and wished him well in his new role.

Agreed: to note the report.

12. REVIEW OF NEW BUSINESS PLAN (PAPER REF IOPC 02/19/12)

The report was presented by the Director (S&I). The aim was to update the meeting on the ongoing work on the One Plan Business Plan for the new F/Y (2019/20). The Director noted that a lot of work had been done and the document remains a work in progress. Management Board will look at the portfolios in March and the approach to governance and accountability among others. The draft will be circulated to Unitary Board members for feedback before presentation to the next meeting in March. Members confirmed they were happy with this arrangement but asked that feedback on whether suggestions had been taken on board be provided.

Agreed: to note the report.

13. OUTCOMES FRAMEWORK (PAPER REF IOPC 02/19/13)

The Head of Knowledge and Oversight presented the document. The aim was to update the meeting on developments since the last meeting in December 2018 by presenting the indicators recommended by Management Board for measuring achievements under the new strategic priorities. She noted that work is ongoing to set targets which would be agreed by Management Board. The next step would be to present the targets set (alongside the 2019/20 business plan) to the next meeting of the Unitary Board. On the report format, a mock up document would also be presented for consideration by the March meeting.

The Board discussed as below.

- The need for clarity on who is responsible for performance, to allay confusion that this is the responsibility of the Performance Team rather than the rest of the business.
- Where parliamentary requests (i.e. timeliness) should be placed under the strategic priorities and at which level.
- Under appeals, clarity between process and outcome.
- Under Priority 4, staff engagement - improvement in CSPA score.
- Under Priority 1 – amend to make the report relating to JR bi-annual.

Agreed:

- To note the report.
- To approve the measures presented (subject to the comments made).

Action: Head of Knowledge and Oversight

14. EQUALITY IMPACT ASSESSMENT (PAPER REF IOPC 02/19/14)

The Equality and Diversity Lead presented the report. The aim was to respond to the Board's earlier request for an overview of the approach in relation to this area. The presenter noted the extensive review undertaken in 2016, the genesis of the documents before the meeting and the staff training implemented in 2017 to align the organisational policy to the public sector duty arising under the legislation. She noted that EIA is now embedded in all aspects of the organisation's work. She noted the related questionnaires and ongoing review aimed at ensuring EIA is applied to all work under the One Plan. For example, as standard procedure, all projects will be subject to EIA and discretion (following consultation with the E&D Lead) will apply on work classified as Business As Usual (BAU). SRO's are being trained and they will ultimately be responsible for ensuring that EIAs are conducted on a continuous basis and an EIA register will be kept by Business Development.

The Board discussed as below.

- The possibility of doing 'dip sampling' to ensure the EIAs are conducted properly.
- Consider and monitor EIA on a project specific basis as well as overall as a package (EIA under the One Plan).
- It is clear that a lot of work has been done and improvements made but it is necessary to ensure that the EIA process is embedded within the culture of the organisation.

- Training for PMOs and SROs should help to ensure high quality EIAs are conducted. SROs would have responsibility for EIA and the E&D Lead will continue to advise and provide support. They should help to drive the organisational culture.
- All work would go through a screening process and it is understood that some may not require EIA.
- Any concerns that the process is not being undertaken as it should within the organisation should be escalated to Management Board (and the Chair).
- The need to develop an EIA on the One Plan. This provides an opportunity to take a broader look at EIA in totality and from a 'big picture' perspective. **(ACTION)**

Agreed:

- To note the report.
- To receive update at the next meeting on developing EIA on the One Plan.

Action: Director (S&I)

15. BOARD EVALUATION REPORT (PAPER REF IOPC 02/19/15)

The Chair recalled the Board evaluation session held on 7th January. The session considered a variety matters including consideration of the board's effectiveness over the past year. The report from the session is presented to the meeting with recommendations to develop an action plan. The Plan of Action is also presented to the meeting for approval.

Agreed:

- To note the report and approve the recommendations.
- To approve the action plan.
- To note that Board members may need to provide assistance to the Head of Private Office Group in relation to specific actions.
- To review the action plan on a quarterly basis.**(ACTION)**

Action: Governance Secretary

16. BOARD MEETING ATTENDANCE (PAPER REF IOPC 02/19/16)

The Board considered the report presented by the Governance Secretary.

Agreed: to note the report.

17. FORWARD PLAN (PAPER REF IOPC 02/19/17)

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.

18. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 02/19/18)

The Board considered the document on future meeting dates.

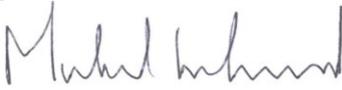
Agreed: to note the document.

Action: Governance Secretary

19. ANY OTHER BUSINESS

- The Board considered and noted the latest HO Dashboard (December 2018).
- It also received a brief presentation on the work of the stakeholder engagement team. Board members thanked the team for the excellent work they are currently undertaking in this area.

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

NAME	Michael Lockwood
SIGNATURE	
DATE	20 March 2019

Schedule of Actions

Agenda Item	Responsibility
6	Governance Secretary
7	Director, Resources
9	Director (S&I)
13	Head of Knowledge and Oversight
14	Director (S&I)

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2018/19

Time: 10.30am

Date	Venue
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 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
Thursday 14 th March 2019 at 10:30am	“

F/Y 2019/20

Date	Venue
Wednesday 1 May 2019 (2:00pm)	London (Canary Wharf)
Wednesday 17 th July 2019	“
Thursday 7 th November 2019	Birmingham
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	“