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Board Meeting

Date & Time: Wednesday 23rd June 2021 at 13:30hrs

Venue: Virtual Meeting

Present:

| | |
|-------------------|---|
| Michael Lockwood | Director General/Chair |
| Julia Mulligan | Senior Independent Director (SID) |
| Bill Matthews | Non-Executive Director |
| Catherine Jarvis | Non-Executive Director |
| Christine Elliott | Non-Executive Director |
| Rommel Moseley | Non-Executive Director |
| Deborah Bowman | Non-Executive Director |
| Tom Whiting | Deputy Director General (Strategy & Corporate Services) |
| Claire Bassett | Deputy Director General (Operations) |
| Kathie Cashell | Director, Strategy & Impact |

In Attendance:

| | |
|----------------|---|
| Mike Benson | Head of Finance |
| Margaret Bruce | Governance Secretary |
| Lianne Corris | Head of Private Office Group |
| David Emery | General Counsel |
| Karen Jamieson | Risk and Audit Manager (Item 14) |
| Marie Laing | Senior Communications Advisor (Item 13) |

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 13:30hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

2. APOLOGIES

There were no apologies received.

3. DECLARATION OF INTERESTS

Members were invited to declare any interest in the items on the agenda. There were no declarations of interest.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 28TH APRIL 2021 (PAPER REF IOPC 06/21/04)

The Board considered the minutes of the last meeting held on Wednesday 28th April 2021.

A matter was raised in relation to how organisational learning can be fed into the communications and engagement planning for other ongoing major investigations. It was agreed that Director (S&I) would discuss further with Rommel Moseley. **(ACTION)**

Agreed: to note.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 06/21/05)

The Board considered actions arising from the last meeting.

Action: To update the People and Culture Committee on accrual of annual leave and balance with operational continuity. This is addressed under item 9.

Agreed: to note.

6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 29/04/21) (PAPER REF IOPC 06/21/06)

The ARAC met on 29th April 2021. This followed the Board meeting held on 28th April 2021. The meeting discussed a variety of areas and the minutes have been circulated.

The Board discussed issues around cybersecurity and related staffing for consideration by the People and Culture Committee.

Agreed:

- To note the report.
- To welcome the change around ICT/cyber security assurance.

ACTION: DEPUTY DG(S&CS)

7. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 09/06/21) (ORAL)

The ARAC met on 9th June 2021. The minutes would be circulated in due course. Meanwhile, the Committee Chair highlighted the areas discussed including:

- Forecasting – it noted the assurance provided that the organisation is now better-placed in recognising key areas of volatility and forecasting more accurately.
- Raising Concerns policy – this was updated with follow up training provided. Usage of the policy was also noted.
- ICT disaggregation – this is progressing well, with commercial matters pending.
- Business continuity/disaster recovery – this was discussed with a view to undertaking deeper scrutiny at the next committee meeting.
- Internal Audit - the last reports were submitted under the previous IA plan. The meeting also noted the voluntary audit work undertaken in collaboration with the Information Commissioner's Office (ICO). Details will be followed up at the next committee meeting.
- Annual Report and Accounts (ARA) – the meeting considered the related documents such as the annual governance statement. It agreed that the content is a true reflection of internal control/governance and commended it to the Accounting Officer. It also noted the challenges of the audit timetable and signing off of the ARA - subject to resolving any pending issue, an unqualified audit certificate is envisaged.

The Board discussed and sought clarifications as follows:

- To acknowledge the related challenges and enquire about the pace of progress on ICT/cybersecurity. It was explained that most of the work has been completed in this priority area. The recent ICT health check awarded is an indication of the progress made. Nonetheless, it is important to recognise the ever-shifting threat in this area.
- To note the new cyber security dashboard, which provides independent scoring and an accurate view of the current position.
- To recommend focus on external as well as internal threats.
- To note that the ARAC is generally content with the pace of progress on ICT.

Agreed: To note the report.

8. ARAC ANNUAL REPORT (PAPER REF IOPC 06/21/08)

The ARAC Chair presented the Committee's annual report. She highlighted key areas of the report and noted the key message from the Committee i.e. that there is a positive culture and leadership (in terms of internal control) within the organisation providing a climate where issues could be raised in order to be addressed. She invited questions and comments from members.

The Board Chair thanked members for their advice, scrutiny of important key areas and support during the past year.

Agreed: To note the report.

9. REPORT FROM THE PEOPLE & CULTURE COMMITTEE MEETING (HELD 24/05/2021) (PAPER REF IOPC 06/21/09)

The Committee met on 24th May 2021. The minutes have been circulated. The Chair briefly highlighted areas of discussion including:

- New Committee membership

- Terms of Reference - the revised ToR reflect the current needs of the organisation and aims to ensure the Committee add value. The Chair emphasised the importance of outcomes and evaluation and the need to assess the impact of functions on resources.
- The EDI strategy was reviewed (following the previous Board discussion) and is being progressed.

The Board discussed and sought clarifications as follows:

- To note and welcome the discussion on the Committee's aim to ensure balance (in activity) between assurance and development/enhancement in its role. It was explained that the Committee recognise this dual role which is captured by the revised ToR.
- To note the work on culture and the plan to conduct a committee review preceding the Board review in March 2022. **(ACTION)**
- To commend the Committee for its new approach and keenness to add value.
- To commend the Allyship programme which is now being shared with others.

Agreed: To note the report.

ACTION: HEAD OF PRIVATE OFFICE

10. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 06/21/10)

The Director S&I briefly noted the headlines based on two months' worth of data. Fuller details would be provided in the next quarterly report. She also informed on the recent recruitments of the Performance Team lead and the Head of Data and Information Management respectively.

The Deputy DG (Ops) briefly highlighted as follows:

- Timeliness – presently not at the envisaged level but a national tasking team is closely monitoring this.
- High attrition rate is anticipated as we move out of the pandemic. This is being monitored and constructive discussion is ongoing to address the underlying reasons through (e.g.) the future flexible ways of working and other improved working conditions. Other strategic approaches are also being adopted to build resilience.
- Referrals are up about 5% (with an increase in some subject areas). It is important to make thematic adjustments and build resilience in those areas of increase as well as managing the business as usual areas.

The Board discussed and sought clarification as below:

- To emphasise the importance of ensuring that the P&C Committee understand the operational risk around these areas.
- To note the relevance of the Committee's earlier discussion around remuneration and the plan for further discussion. It invited the Deputy DG (Ops) to attend the Committee meeting and develop understanding on the related pressure and building resilience.
- To note the importance and challenges of prioritising and making difficult decisions in order to achieve objectives and make impact.
- To enquire about the possibility of adopting a more joined-up approach across the wider system. It was explained that more horizon scanning work is in progress to

enable a joined-up approach. This will be a significant part of the work under Strategy 2 to ensure better predictions/forecasting of significant areas of work.

- To note the significance of post-investigation work and the related challenges which are primarily outside the organisation's control.

Agreed: To note the report.

11. RESOURCES (PAPER REF IOPC 06/21/11)

The Head of Finance briefly informed that a breakeven position is currently forecast. The Home Office is kept updated. In sum, he noted that things are progressing in the right direction.

The Deputy DG (S&CS) outlined likely work that the Home Office will commission around future funding scenarios. Details will be reflected in the quarterly report.

The Board discussed the possible impact of the plan to recruit 20,000 more police officers. It was informed that this is being fed into future modelling. Alongside the recruitment, there are also officers leaving the forces (through retirement etc.) which will likely impact on knowledge, experience and effectiveness.

Agreed: To note the report.

12. ORAL UPDATE FROM THE DG

The DG reported on the variety of activities he has undertaken since the last meeting including:

- Internal – the latest round of regional office and line manager calls have taken place ensuring that staff have been kept informed on key issues.
- External – attendance and participation at the following events:
 - Cumberland Lodge police conference where he gave a presentation on justice, accountability and blame.
 - Meeting with the French Ambassador and pre-recording of a speech to be shown as part of a French government discussion called Lebeauvau dela Securite looking at establishing a similar organisation.
 - National Police Chiefs Council (NPCC) Chief Officers' session. A presentation with Sir Tom Winsor (HMICFRS) discussing future issues and challenges in policing.
 - Police Federation conference where the discussion included the Federation's 12-month time limit proposal (which is not supported by the IOPC). The overall discussion was positive and the IOPC was commended for the significant improvements made.

The Deputy DG (S&CS) gave an update on the New Ways of Working consultation setting out the future direction for hybrid working and next steps.

The Board welcomed the flexibility in the new ways of working. It recognised that some colleagues will be nervous about returning to the office and this may impact their wellbeing. It discussed concerns about staff welfare and emphasised the importance of providing support to improve wellbeing and colleagues' confidence in returning to the office.

It also encouraged sharing experience from other organisations in dealing with the wider impact. It recommended providing a detailed report to the P&C Committee. **(ACTION)**

The Deputy DG (Ops) updated on major cases.

Agreed:

- To note the report.
- That a new way of working update would be provided to the next P&C Committee meeting as noted previously.

ACTION: DEPUTY DG(S&CS)

13. ANNUAL REPORT AND ACCOUNTS (ARA) 2020-21 (PAPER REF 06/21/13)

The Director, (S&I) updated on the Annual Report and Accounts. She informed that the report was presented to the last ARAC meeting in June and subsequently circulated to Board members again. Feedback has been reflected but any further comment should be sent by the following week. She noted the possible change to the laying timetable with no impact on signing off the report.

She also noted other complementary reports such as the Impact Report which will be published later in the year.

The Board discussed the importance of the mode of communication in relation to key reports and ensuring that they reach target audiences etc. It also enquired about benchmarking investigations with others and asked for further information in this regard. **(ACTION)**

Agreed: To note the report.

ACTION: DEPUTY DG (OPS)

14. RISK REPORT/STRATEGIC RISK REGISTER (PAPER REF 06/21/14)

The Risk and Audit Manager presented the report. She highlighted the main changes including risks that had been de-escalated, merged, reassessed and subject to review in response to changing circumstances. She also noted new risks.

The Board noted the register and agreed that it continues to be a live tool in the assurance process.

Agreed: To note the report.

15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/21/15)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

16. FORWARD PLAN (PAPER REF IOPC 06/21/16)

The Board considered the Forward 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 agendas.

Agreed: To note the document.

17. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 06/21/17)

The Board considered the document on future meeting dates/venues.

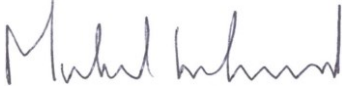
Agreed:

- To note the document.
- That NEDs would be consulted as to whether the September meeting could be held in the Canary Wharf office. **(ACTION)**
- There was also discussion about the need to decide on the future ways of working for Board meetings in the hybrid working model.

ACTION: GOVERNANCE SECRETARY

18. ANY OTHER BUSINESS

There was no other business.

| | |
|------------------|---|
| NAME | Michael Lockwood |
| SIGNATURE |  |
| DATE | 21 st July 2021 |

Schedule of actions

| Agenda Item | Action by |
|--------------------|------------------------|
| 6 | Deputy DG (S&CS) |
| 9 | Head of Private Office |
| 10 | Deputy DG (Ops) |
| 12 | Deputy DG (S&CS) |

Future Meeting Dates/Times/Venue (2021-22)

Unitary Board

Time: 10.30 – 13:00 hrs

| Meeting Date | Venue |
|--|------------|
| Wednesday 21st July 2021 (1:00-3.30pm) (tbc) | Virtual |
| August 2021 | No Meeting |
| Wednesday 15 th September 2021 (9:30-12:00pm) | Virtual |
| Wednesday 20 th October 2021 | |
| Monday 22 nd November 2021 | |
| December 2021 | No Meeting |
| Wednesday 26 th January 2022 | |
| Wednesday 23 rd February 2022 | |
| Wednesday 30 th March 2022 | |

Audit and Risk Assurance Committee (ARAC)

Time 10:30 – 13.00 hrs

| Meeting Date | Venue |
|--|---------|
| Wednesday 13 th October 2021 ¹ | Virtual |
| Wednesday 19 th January 2022 ² | “ |

2021-22 – People and Culture Committee

Time – 14:00 – 16:00 hrs

| Meeting Date | Status |
|---|-------------------------------|
| Tuesday 28 th September 2021 | London (Canary Wharf)/Virtual |
| Thursday 20 th January 2022 | “ |

¹ Preceded by informal meeting (at 10.00) with Executives only.

² Preceded by informal meeting (at 10.00) with IA and EA only.