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Board Meeting

Date & Time: Wednesday 21st October 2020 at 10:30hrs

Venue: Virtual Meeting

Present:

Michael Lockwood	Director General/Chair
Geoffrey Podger	Senior Independent Director (SID)
Mary Lines	Non-Executive Director
Andrew Harvey	Non-Executive Director
Manjeet Gill	Non-Executive Director
Bill Matthews	Non-Executive Director
Catherine Jervis	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
Sunny Bhalla	Ops Manager, Casework (Item 11)
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
David Emery	General Counsel
Kizzy Grant	Strategic Insight Analyst (Item 11)
Paulette Johnson-Clarke	Policy and Engagement Manager (Item 11)
Dawn Lewinson	ENEI Representative

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs 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 interests.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 23RD SEPTEMBER 2020 (PAPER REF IOPC 10/20/04)

The Board considered the minutes of the last meeting held on Wednesday 23rd September 2020.

Agreed:

- To approve the minutes as a correct record and publish in line with the Standing Orders.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 10/20/05)

The Board considered the matters arising from its last meeting in September 2020.

Actions

- To provide an update on the work of the Quality Assurance Forum. It was noted that this will be reported in the One Plan Quarterly update (at the November meeting).
- To present the paper on the Board Away Day with a view to holding the meeting in December. The Chair explained that this priority had been affected by the rescheduling of HASC-related work but the agenda on the Away Day will be progressed asap.
- To present a report on the advocacy service work area (under Priority 3) to the November meeting of Management Board and subsequently to UB. The work is in progress.
- To provide an update (to the October ARAC meeting) on budget forecasting and thereafter a periodic report to ARAC meetings in this area. It was informed that the October ARAC meeting deferred this item to its next meeting in January 2021 (see item 7) **(ACTION)**.
- To receive a report on Hillsborough at its November meeting. A report is to be presented to the November meeting **(ACTION)**.

Agreed: To note the report.

6. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD WEDNESDAY 30TH SEPTEMBER 2020 (PAPER REF IOPC 10/20/06)

The Committee met on Wednesday 30th September 2020. The minutes of the meeting had been circulated. The Committee Chair briefly highlighted the key areas of discussion such as:

- Future Design – work is ongoing and some decisions (on people impact) will be presented to the Management Board and subsequently to the Unitary Board in due course.
- Hillsborough – this is a standing item on the Committee's agenda but was deferred at the last meeting to enable substantive reporting to the next Committee meeting in November. The team will also report on progress to the November Unitary Board meeting.
- Health & Safety – there were few issues given that colleagues are now working from home. Nonetheless, the Committee noted and commended the significant work ongoing in response to the pandemic.
- Pay Remit – this remains pending.
- Civil Service Staff Survey (CSSS) – it was noted that going forward the IOPC will be undertaking a bespoke survey (rather than use the CSSS) as it is not being offered to arms length bodies such as ours. The Committee discussed the implication of the new development, such as the ability to benchmark progress and the possible loss of historic data which enable comparative analysis. It requested further information around this development to ensure clarity on the circumstances of being precluded from using the CSSS.

Agreed: To note the report.

7. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (HELD WEDNESDAY 14TH OCTOBER 2020 (ORAL))

The Committee met on Wednesday 14th October 2020. The minutes would be circulated in due course. Meanwhile, the Committee Chair informed the Board that the committee was generally satisfied with the level of risk management within the organisation. She updated on the following areas of discussion:

- The strategic risk register.
- ICT – the Committee explored the processes in place aimed at responding to the increased and competing demands in ICT. It also noted the complexities around ICT transition and how these are being managed.
- The changes implemented to improve the quality of investigations following the learning identified from a raising concern matter.
- Risk management and the One Plan – the Committee felt assured with the process. Further work is being done on Business as Usual (BAU) areas.
- Data Protection Annual Report (2019-20). – there were substantial ratings on how the organisation manages various issues. A programme plan has been developed to address other areas.
- Internal Audit work conducted on fraud controls – the scope of the work covered operational staff and internal controls. This report received a substantial rating.

- External Audit – the Committee received a report on lessons learnt from completion of the audit last year resulting in the timely laying of the Annual Report and Accounts (ARA) before Parliament. Planning meetings are being held to repeat the success of last year.
- Budget forecasting – this was deferred to the next meeting in January 2021.

Agreed: To note the report.

8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 10/20/08)

The Director S&I briefly drew attention to paragraph 2.2 of the report which noted the changes introduced by the 2020 legislation into the complaints system. She explained the challenges on timeliness and informed that systemic change is being implemented. She also noted changes in the process relating to making a Case to Answer (CTA) decision and the impact on the post-investigation process and measuring timelines going forward.

The Deputy DG(Ops) noted as follows:

- **Measuring KPI** - the Operations Management Board (OMB) have had an initial discussion about measures for next year and will hold a workshop in December. The OMB will be supported by the Director of S&I and her team to focus on areas such as timeliness, qualitative and quantitative measures etc, and come up with proposed new measures for next April. This should also help to improve the quality of reporting. Non-Executive Directors were invited to make contributions for further improvement.
- **Performance** – there is no significant difference from the last report. The active caseload is healthy. More cases are being closed than opened.
- **Timeliness** – the average time for completing cases is about one month less than it was in comparison with this time last year – an indication of the good work ongoing, particularly in reducing the post 12-month cases. The closure rate has dropped slightly but remains above the target (85%). This has been impacted by the closing of 7 legacy cases.
- **Covid-19 Impact** – work is ongoing to distil the real impact of carer’s leave which is significant in some offices. Exceptional leave is now being implemented where needed. The impact of Covid-19 has been really challenging for some colleagues. More areas are going into tier-3 lockdown and there is impact on parents where some school year groups are being sent home on short notice. This is being monitored at the local level and support provided to local management. It is important to note that this might go on for some time and the need to be realistic in reflecting this in the KPI discussions in relation to next year. Management had discussion about the need to balance resources with ambition and be clear about priorities. There is good work ongoing around wellbeing but it is likely to become more challenging given the coming winter and the need to provide realistic support to those living alone and those with families.
- **National perspective** - the National Tasking Group is working well. Meetings are held bi-monthly to look at cases, capacity levels etc. There are now good examples coming through on cross-regional working. It is hoped this would continue and feature in the Future Design work.
- **Future Design (FD)** – OMB will now have the FD and Case Management System (CMS) as part of its governance responsibilities. It is imperative to have such

'ownership' in order to deliver the resulting benefits. The December workshop will also look at FD, challenge assumptions to ensure there is common understanding of FD and manage related change. The business case would be presented to Management later in December.

- **National Ops** – the Assessment Unit remain under pressure as referrals have increased but are doing a good job.

The Board discussed and sought clarification as below:

- To note the legislative change and the impact on timing and post-investigative work. Also, the need to ensure the CTA process reflects the independence of the IOPC.
- To commend the support being provided to carers.
- To enquire about the impact of cross-regional work. It was explained that the work at this stage is preliminary focusing on flexibility and what is essential to be captured going forward. There are pilots in areas such as report writing and post closure work. The areas captured would be reflected in Future Design and a comprehensive impact assessment would be conducted.
- To enquire about the reason for reduction in the number of investigators achieving accreditation. It was explained that the number is marginally reduced due to maternity and other leave absences.
- To commend the reduction in completion time and enquire about the reason behind such reduction and the need to ensure thorough work is being done. It was explained that this is partly attributed to the nature of the caseload. A significant number of legacy cases were handled last year and this has now reduced significantly. Digital evidence sharing has also increased in view of the pandemic. This has helped to improve timeliness and effectiveness/efficiency. This is being closely monitored.

Agreed: To note the report.

9. RESOURCES (PAPER REF IOPC 10/20/09)

The Head of Finance highlighted the two key points in the report.

- Current year budget is heading towards overspend (taking Hillsborough into account). This takes account of the late budget cut in February (£1m). This has been discussed with the Home Office and there is presently no cause for concern.
- Next year's budget – there are identified financial pressures for next year. It will be necessary for management board and the unitary board to relook at the investment initiatives and review the red/amber/green proposals that have been identified.

The Deputy DG(S&CS) elaborated on the proposals, the key priority areas and the related efficiency planning. Discussion is ongoing at management board level and the unitary board would be updated at the November meeting.

The Board discussed and sought clarification as follows:

- To enquire about the potential of the ICT programme to deliver service and any uncertainty around that. The Deputy DG explained the various components of ICT service, the related (including future) costs and the uncertainties around them. He noted the savings envisaged in the next few years following disaggregation from the

existing ICT contract among others. He informed that assessments would also be conducted (with a view to achieving balance) on the risks relating to those savings and the necessary adjustments made. The Board would be updated in due course.

- The need to be conscious of the IOPC's position in planning and future challenge on resources. It was explained that the assumption for 20/21 and 21/22 is flat cash, there is a list of priorities against them and this is being actively reviewed given that difficult choices are likely to be made.
- To encourage management to continue with the efficiency savings approach.
- To recognise the challenges relating to the pandemic and internal communication and encourage continued dialogue with colleagues in order to manage expectations.
- To note the work on Future Design, the impact on manpower in Ops and the complexity of addressing post-investigation work which requires significant resources. It was hoped that the adopted approach will help to rationalise and provide as much clarity as possible going forward. An update would be provided to the November Board meeting.

Agreed: To note the report.

10. ORAL UPDATE FROM THE DG

The DG reported on his activities as follows:

- Internally – he had attended meetings such as the Staff Council. The wellbeing and other strategies in place have enabled colleagues to share their experiences and provide mutual support. The challenge and impact of the pandemic is clear. Management is conscious of the impact and taking steps to provide the necessary support.
- Engagement – he met with the Hillsborough families and had productive discussion including the challenges in the process and the need to improve the voice of victims. He updated on the case management hearing held earlier in the month and the trial date. A detailed update would be provided to the next Board meeting in November **(ACTION)**.
- External Visits – he visited the Home Office, the National Crime Agency (NCA), Inquest and some police forces as well as the Police Federation.
- Home Affairs Select Committee – was discussed at the last meeting. Timing for the oral evidence remains unclear but is unlikely to be before November.
- Annual Death Statistics – the publication on deaths during or following police contact is due the following day.
- He updated on a recent important judicial decision on police use of force.

Agreed: To note the report.

11. RACE IN THE WORKPLACE – PRESENTATION BY EMPLOYERS NETWORK ON EQUALITY AND DIVERSITY (ENEI)

The Board participated in an interactive session on race in the workplace. This was delivered by ENEI.

12. BOARD MEETING ATTENDANCE (PAPER REF IOPC 10/20/12)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

13. FORWARD PLAN (PAPER REF IOPC 10/20/13)

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 agendas.

Agreed: To note the document.

14. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 10/20/14)

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

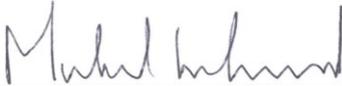
Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

15. ANY OTHER BUSINESS

There was no other business.

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

NAME	Michael Lockwood
SIGNATURE	
DATE	25 th November 2020

Schedule of Actions

Agenda Item	Responsibility
5	Hillsborough Planner

Future Meeting Dates/Times/Venue (2020-21)

IOPC Board

Time: 10.30am

Date	Venue
Wednesday 25 th November 2020	Canary Wharf/Virtual
Friday 11 th December 2020	Canary Wharf/Virtual
Wednesday 27 th January 2021	Canary Wharf
Wednesday 24 th February 2021	Canary Wharf
Wednesday 24 th March 2021	Canary Wharf

ARAC - Time: 10.30am

Date	Venue
Wednesday 20 th January 2021 ¹	Canary Wharf/Virtual

HR and Remuneration Committee

Time: 10:30am

Date	Status
Tuesday 24 th November 2020 (14:30-18:00)	London (Canary Wharf)
Thursday 11 th February 2021	Wakefield

¹¹ Preceded by informal meeting (at 10.00) with IA and EA only.