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## Board Meeting

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**Date & Time:** Wednesday 12 December 2018 at 10:45am

**Venue:** Sale (Orange Room First Floor)

**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 (audio conference)
Catherine Jarvis	Non-Executive Director
Ian Todd	Deputy Director General (Operations)
Kathie Cashell	Director, Strategy and Impact
Kevin Woodrow	Director, Resources

**In Attendance:**

Lianne Corris	Head of Private Office Group
Thea Walton	Head of Knowledge and Oversight
Rob Barnes	Head of Business Development
Margaret Bruce	Governance Secretary

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate<sup>1</sup>. The Chair welcomed members and other attendees to the meeting.

## 2. APOLOGIES

The Board received apologies from Manjeet Gill.

## 3. DECLARATION OF INTERESTS

Mr Matthews informed that whilst at the British Transport Police (BTP) the previous day, he became aware of a matter involving the IOPC and the BTP. He declared that he would not participate in the matter when it comes up.

**Agreed** to note.

## 4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 14 NOVEMBER 2018 (PAPER REF IOPC 11/18/04)

The Board considered the minutes of the last meeting held on Wednesday 14 November 2018. It agreed to approve the minutes as a correct record subject to the amendment under item 3 by Mr Podger. The Board noted that the minutes would be published in line with the Standing Orders<sup>2</sup>.

## 5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 12/18/05)

The Board considered the following matters arising from its following meetings. It noted as below:

- **October 2018 – Item 11** – Action to increase visibility of (and accessibility to) the IOPC by hard to reach groups in the Business Plan. On-going.
- **November 2018 – Item 5** – Action to update forward planner and publish complaints procedure. Completed.
- **November 2018 – Item 7** – Action to promote closer working relations between Internal Audit and External Audit - on-going. Director, Resources will be meeting with the NAO in January 2019.
- **November 2018 – Item 8** – Action for management board to review the risk register will be reported to ARAC meeting in January. Action to circulate risk policy to ARAC members - completed. Action to present Directorate level risk register to the next ARAC meeting – this will be included as part of the risk review.
- **November 2018 – Item 9** – Action to add ICT transition to future ARAC agenda - completed.
- **November 2018 – Item 10** – Action to circulate Parliamentary Debate on Autism - completed. The note on domestic abuse roundtable will be circulated in due course.

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

<sup>2</sup> Sub-para 10.13.1 of SO.

- **November 2018 – Item 12** – Draft report on impact will be presented to the March Board meeting.

NEDs have confirmed availability for evaluation meeting on 7<sup>th</sup> January 2019.

## 6. REPORT FROM COMMITTEES – STANDING ITEM

- **HR & Remuneration Committee** - The committee Chair informed that the Committee would be meeting on the afternoon of 7<sup>th</sup> January 2019. Arrangements are being made to agree the agenda before the Christmas break. The Chair of ARAC will participate on the item relating to Fixed Term Contracts.
- **Audit and Risk Assurance Committee (ARAC)** – The ARAC Chair informed that a number of overlapping areas of the two committees' work have been identified and in view of this she would be participating at the January meeting of the HR & Remuneration Committee. As noted previously, her participation will focus on matters relating to temporary staff.
- With reference to the Board evaluation meeting to be held on 7<sup>th</sup> January 2019, the SID informed that the non-executive members have been considering board performance. The SID is preparing a paper on this. The paper would be circulated to non-executives by the end of the week for feedback and subsequently to all members, preferably before Christmas in order to prepare for discussion at the January meeting. The paper begins on the premise that all members' views are important. The Chair welcomed the paper and agreed with the approach. He recommended that there be a set of common headings to share and discuss at the meeting in January.

**Agreed** to note.

## 7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 12/18/07)

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

- The report provides data up till the end of October.
- In terms of operational performance – timelines for completing independent investigations within 12 months remained stable at 77% against the target of 80%. This is currently amber rated.
- Non-recording appeals completed within 25 working days fell below target to 77% for the first time this F/Y. The slight dip is being addressed.
- The percentage of independent investigations being closed within 6 months remained at 30% (remaining at amber).
- There have been a decrease in the year to date figure relating to the proportion of BME groups who are likely to complain against the police. The measure is now amber.
- The proportion of public from BME background who are aware of the IOPC has increased to a YTD figure of 32%, but remains marginally below the target of 35% (amber).
- Staff survey result data is now contained within the report. The Board has previously briefly discussed this.
- The projects – six of the twelve projects have an amber RAG status.

- The ICT contract project remains red. It is envisaged that this will change once a new project manager is recruited in the New Year. However, work continues on the ICT transformation roll-out.
- The RAG status for the KIM Strategy has moved from amber to red. This is attributed to the decision to pause and review the work in order to make improvements.
- The Home Office has confirmed that there would be delay with legislative changes and plans have been adjusted.
- The new strategic plan was signed off by the Minister and published on 27<sup>th</sup> November 2018. The current (one year) business plan has been re-aligned to reflect the new Strategic Plan.

The Deputy DG (Ops) drew attention to performance operations and related analysis. He also noted the challenges faced such as resources and the approach taken to address them. He noted that historically the results reflected in the dashboard had not been good but this has been improving in the last few years and the organisation is keen to keep this up.

The Board deliberated on the following:

- The need to distinguish between major investigations and standard investigations. This should help to improve management and monitoring of cases with resulting impact on completion dates. Also, the need to deal with backlog cases and manage new cases simultaneously.
- It was noted that the starting point is to complete any investigation as quickly as possible to the right quality standard. However, there is a formal evaluation point at nine months to assess whether an investigation is capable of being completed in twelve months. Resources would be applied if appropriate to meet the 12 month timescale. Without the necessary resource, there are likely to be challenges.
- The meeting was assured that even though the dashboard is green, the IOPC is not complacent. The Board will continue to discuss this area in particular the legacy cases.
- There is no doubt that the organisation is being prepared for the 2019 regime where a reasoned analysis must be provided in cases where investigation exceeds 12 months. In this respect, the IOPC is aligned with other organisations to account for investigations exceeding the 12 months target.
- It was noted that some of the legacy cases have reputational issues and other complexities/challenges.
- It was recognised that such cases raise risk and can be hard to manage. It was recommended that having a sort of elevated quality assurance process in place might help manage risk. It was noted that many challenges in this area centre on disclosure and steps are being taken to address this (such as improving case management). The fundamental thing is to try to address disclosure through the process of investigation. Legal Services is in the process of preparing some supporting guidance to assist in this area.
- In relation to earlier Board discussion on parliamentary request, the meeting highlighted the importance of ensuring good performance in this area. In this context, the Board wondered whether more could be done (particularly in addressing any

systemic issue) in this area to avoid the risk of reputational damage. It was acknowledged that this has been challenging and this is attributed to a variety of matters including the very small team dedicated to this area. This has resulted in the inability to meet the 10 working days target set by the IOPC. Under the Cabinet Office guidance the response to requests is 15 to 20 working days. The IOPC targets may therefore be reviewed in line with the guidance under the new business plan. The Chair agreed that it is important to ascertain how to support this area of work. The Board cautioned against setting too many targets, which carry the risk of becoming impossible to meet. It also noted the issue of resources and the nature of information available on the website to the public. It agreed that the key is to prioritise and concentrate on what really matters and be able to tell a good story to show what has been achieved.

**Agreed** to note the report.

## **8. RESOURCES REPORT- (PAPER REF IOPC 12/18/08)**

The Director, Resources presented the report. He updated the report with end of November data. He noted as follows:

- Cash forecast/expenditure – there is no significant shift, underspend has now increased £362,000. There may be opportunity to utilise some of this.
- Hillsborough forecast underspend has now increased to £1.55m reflecting re-profiling of a number of staff within Hillsborough. Total cash forecast underspend is therefore £1.197m.
- Non-cash = £1.2m underspend. This has barely changed.
- Capital – A bid for additional capital has been made and approved by the Home Office, some of this will go towards fit-out of the Birmingham office. This is likely to be replicated in other offices and capital has been secured to do the same work in Cardiff. However, we currently await confirmation of being able to stay within the Cardiff office so there is some risk of us being able to spend the additional capital within this F/Y.
- For the next F/Y, there have been various discussions with the Home Office. The Director, Resources and DG updated on these latest discussions but made clear that confirmation is awaited from the Home Office in relation to the next year's budget. Specifically, the matter of increased pension contributions and whether the IOPC will be expected to fund these.

The Board deliberated as follows:

- It wondered whether the arrangements in place will result in the organisation getting within the Home Office limit of acceptable underspend. The Director believed that with the current approach this should be achieved with the core budget. However, this may not be so for the Hillsborough budget given the limited scope for flexibility.
- As regards the pension matter, The Chair will be meeting the Nick Hurd later in the week and will update the Board thereafter.
- On the recruitment of investigators, which was put on hold pending budget confirmation, the Board was informed that this is now progressing. The Chair had made a decision to proceed at risk on this matter.

**Agreed:** To note the report.

## **9. ORAL UPDATE FROM THE DG**

The DG reported on activities since the last meeting.

- He had met with Lord Bradley to discuss matters such as mental health and autism and the way IOPC conducts investigation.
- He met with the Chief Coroner to discuss the MoU aimed at improving effectiveness by working more collaboratively. The meeting also touched on other issues such as pathologists and the emphasis on learning.
- He also met with Dame Angolini in Scotland to discuss her report on deaths in custody. Dame Angolini was supportive of the IOPC's current direction.
- He had visited the Police Investigations and Review Commissioner to discuss opportunities for cooperation/collaboration.
- He had met with Dianne Abbott MP who provided helpful comments and was supportive of the current approach.
- He had also participated at conferences and delivered speeches.
- The DDG (Ops) will leave the organisation on 22 February 2019. He thanked the Deputy DG for his support and significant contribution to the organisation.
- The Head of Comms is also leaving but will stay on until the end of Jan. Interviews for a replacement are taking place this week.
- The new Deputy DG (Corporate) will commence duties on 4 February 2019.
- Internal Audit will be undertaking an audit on corporate governance and may wish to speak with some members of the Board.
- There is no update on S.22 (PRA) yet.
- The IOPC is conducting an investigation into a recent shooting in Wimbledon and shared some of the issues being discussed around the tactical contact policy the Metropolitan Police are using.

**Agreed:** to note the report.

## **10. OUTCOMES FRAMEWORK (PAPER REF IOPC 12/18/10)**

The Head of Knowledge and Oversight presented the document. The aim was to seek feedback from the Board on the plan to develop a new outcomes framework in line with the new strategic plan. The framework is intended to reflect the expected outcomes resulting from the implementation of the new strategic priorities. This should help to determine progress/achievements. Among others, the presenter noted the following:

- Consultations with Directors and Heads of functions on what success would look like, what information would be required to determine success and areas for improvement.
- The measures and targets for the next F/Y business plan.
- The priorities and measures proposed to achieve success.
- The outcome framework would be reviewed after the deliverables of the strategic plan are agreed.

Members were invited to provide feedback on the document. These are noted below.

### **Priority 1**

- This should also mention other bodies over which the IOPC has jurisdiction.
- It is important to be realistic, prioritise and not try to do everything.
- The document should reflect the legitimate needs of the users (although it is recognised that this cannot be tailored to all service users' wants).
- Rather than focussing purely on outcome, achievement could also be reflected in making the process satisfactory (even where the user does not get the desired outcome).
- More clarity on the KPIs necessary.
- The importance of being bold but clear on what the IOPC needs to do such as learning and the thematic approach.

### **Priority 2**

- It is noted that the impact report will assist on this. This should ensure that learning is promulgated across forces.
- There should also be clarity on how the IOPC is holding itself to account
- Those on the frontline should be involved in terms of what can be measured.
- Review the area stating that learning is embedded in "all our work". It should be recognised that learning is not always the primary consideration in all our work. It is noted that there is on-going work to explore the definition of learning

### **Priority 3**

- Review bullet point on specialist roles and assisting stakeholders better.

### **Priority 4**

- Unit costs will need to be redefined
- Add specifics on efficiency and effectiveness of the complaints system.
- It is noted that this particular priority is designed to be inward facing.
- It may also be necessary to develop benchmarks against other similar organisations
- Make macro/key points about the health of the system and the way the system is delivering benefits.

### **Agreed:**

- That related data would be provided after measures are agreed.
- To revisit at February/March meeting and agree targets.

**Action: Head of Knowledge and Oversight**

## **11. BUSINESS DEVELOPMENT UPDATE (PAPER REF IOPC 12/18/11)**

The Head of Business Development provided a brief background of activities which led to the new strategic plan. An example is the extensive consultation with staff. He also briefed the Board on the ongoing work to implement the Strategic Plan. He noted as follows:

- That it would be necessary to develop a Target Operating Model to reflect the successful delivery of the Strategic Plan.
- The emerging portfolios of work to be undertaken next F/Y and beyond to deliver the outcomes expected under the priorities. Among others, these promote horizontal working across functions.
- The emerging approach to governance to ensure effective risk management and grip across the programmes of work.
- The approach to addressing funding pressures (in the immediate and longer term) and developing an efficiency strategy (including investment strategy).

The Board noted as below.

- The importance of developing milestones. The Board will require sight of these.
- The need to keep staff engagement within reasonable levels and avoid the risk of disengaging people.
- To ensure that continuous development/improvement is embedded in jobs and staff objectives.
- To have a session at each Board meeting dedicated to discussion on each priority. **(Action)**.
- The importance of reviewing the governance required for the plan – there may be too many Boards/groups involved and there may be an opportunity to streamline these.

**Agreed:** to note the report.

## **12. BOARD MEETING ATTENDANCE (PAPER REF IOPC 12/18/12)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** to note the report.

## **13. FORWARD PLAN (PAPER REF IOPC 12/18/13)**

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 agenda.

**Agreed:** to note the document.

## **14. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 12/18/14)**

The Board considered the document on future meeting dates.

**Agreed:** to note the document.

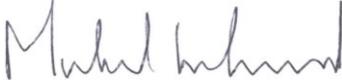
**Action: Governance Secretary**

## 15. ANY OTHER BUSINESS

- The Board considered the latest HO Dashboard (September 2018)
- It also received a brief presentation on the work of the oversight team.

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

The meeting was followed by staff introduction to members.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	13 February 2019

## Schedule of Actions

Agenda Item	Responsibility
10	Head of Knowledge and Oversight

## IOPC Board - Future Meeting Dates/Times/Venue

### F/Y 2018/19

Time: 10.30am

Date	Venue
Wednesday 13 <sup>th</sup> February 2019	London (Canary Wharf)
Wednesday 20 <sup>th</sup> March 2019	Wakefield

### F/Y 2019/20

Time: 10.30am

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

### F/Y 2020/21

Time: 10.30am

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

## ARAC - Future Meeting Dates

## Venue: London (Canary Wharf)

Time: 10:30am

### F/Y 2018/19

Date	Status
Tuesday 22 <sup>nd</sup> January 2019	“

### F/Y 2019/20

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

### F/Y 2020/21

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

# HR and Remuneration Committee

## - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

### F/Y 2018/19

Date	Status
Monday 7 <sup>th</sup> January 2019 at 2:00pm)	“
Thursday 14 <sup>th</sup> March 2019 at 10:30am	“

### F/Y 2019/20

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

### F/Y 2020/21

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