

10 South Colonnade
The South Colonnade
Canary Wharf
London E14 4PU

T 0300 020 0096
Text Relay 18001 0207 166 3000
E enquiries@policeconduct.gov.uk
W www.policeconduct.gov.uk

Board Meeting

Date & Time: Wednesday 20 March 2019 at 10:30am

Venue: Wakefield

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
Manjeet Gill	Non-Executive Director
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Jonathan Green	Deputy Director General (Operations) (Interim)
Kathie Cashell	Director, Strategy and Impact
Kevin Woodrow	Director, Resources

In Attendance:

David Emery	General Counsel
Danielle Dickson	Team Assistant (Private Office)
Neil Coyte	Digital Communications Manager
Amy Cridge	Business Planning Lead
Margaret Bruce	Governance Secretary

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30 and was quorate.¹ The Chair welcomed members and other attendees to the meeting. Members also welcomed Jonathan Green, the new Interim Deputy DG (Ops).

2. APOLOGIES

There were no apologies received.

3. DECLARATION OF INTERESTS

David Emery – Item 12. There were no other declarations of interest.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 13 FEBRUARY 2019 (PAPER REF IOPC 03/19/04)

The Board considered the minutes of the last meeting held on Wednesday 13 February 2019. 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.

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING/ACTION TRACKER (PAPER REF IOPC 03/19/05)

The Board considered the following matters arising from its last meeting in February 2019.

- **Item 5 – Action** – To present progress update and outline the content of Impact Report to March Unitary Board Meeting. Complete – the report will be presented to the April Board meeting (**ACTION**).
- **Item 6 – Action** - To amend areas relating to ‘restricted person’ and Health and Safety. Complete. The amendments were approved and the minutes signed at the HRRC meeting held on 14 March 2019.
- **Item 7 – Action** - To provide update on ICT issues – A written report will be provided to the ARAC April meeting. Future reports to the Board will be provided through ARAC. **Agreed:** that the matter will remain on the ARAC agenda until a satisfactory level of assurance is achieved (**ACTION**).
- **Item 8 – Membership of the Board** – Action: that the Chair look into membership and NEDs majority. Ongoing, the Chair will provide update at the next meeting.
- **Item 9 – Action** – To provide information on the % of independent investigation first reviews which appeared to have dropped significantly – complete – this information is reflected in the report (under item 7).
- **Item 13 – Action** - To present the targets set under the outcomes framework. Complete.

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.

- **Item 14 – Action** - To provide update on EIA and the One Plan. Complete. The information is included under agenda item 7.
- **Item 11 of the October 2018 meeting – Action:** That the Director (S&I) work with Manjeet Gill on visibility matters and provide in-depth assurance. **Agreed:** that an update report will be circulated to NEDs and provided to the next meeting (under matters arising) **(ACTION)**.

Action: Director (S&I)/Manjeet Gill

6. REPORT FROM HR & REMUNERATION COMMITTEE MEETING (HELD 14/03/2019) (ORAL UPDATE)

- **HR & Remuneration Committee** - The Committee Chair noted the variety of matters discussed such as pay remit, wellbeing, Committee composition, disciplinary process, DBS and Fixed Term Contracts. It also looked at deep dive areas on recruitment where a root cause analysis was conducted on a recruitment campaign and the outcome clearly indicated the need for further work on the process (including how it is managed/used) and the outcome. The Board Chair supported the views and emphasised the importance of moving forward in those areas as a matter of urgency. The work is in progress and would ultimately be presented to the Board. The minutes of the meeting would be distributed in due course and presented to the next meeting **(ACTION)**.
- **ARAC Annual Report** - The Chair of ARAC also informed that ARAC members have met to discuss the Committee's annual report. The report will be discussed/presented to the next Committee meeting on 16 April 2019 and to the next Unitary Board meeting on 24 April **(ACTION)**.

Agreed: to note the reports.

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 03/19/07)

The Director, Strategy and Impact presented the report. Taking the report as read, she briefly noted as below.

- The report covers performance and outcomes up until the end of January 2019. Management Board also met the previous day to look at performance till the end of February and the key outcomes are almost identical.
- Timeliness for completing independent investigation within 12 months is near 80%. YTD performance stands at 78%. 81% (if major investigations are excluded).
- In terms of active cases (comparable to the previous month), we now have over 150 longstanding cases. This comprise 63 active cases and 95 post final report (this means that investigations have been completed but there are other pending matters before closing the case down). These are almost always outside the parameters of IOPC's functions but it is important to track them given the impact on related areas such as perception of the IOPC.
- Quality Assurance - The Director now has responsibility for the Quality team. The responsibilities between the Quality team and operational managers have now been reviewed and there is clarity with a view to strengthening quality assurance. Qualitative results are expected in the next few months.

- Project Portfolio – Work has been ongoing on the One Plan/Business Plan (agenda Item 10) which should reflect some of the projects in the report before the meeting. Some are in hiatus but the notable ones include the ICT project. For example Management Board received a very good update on the new software (ResourceLink) being installed to replace the current facility (EmpowerMe) aimed at improving the payroll and other HR services.

The new Interim Deputy DG (Ops) noted the performance improvement which had been consistent for some time. He informed the meeting of his commitments to improve on performance and his hope to fulfil those commitments. He will be meeting with the Regional Directors on 25 March about rolling out a pilot project (which is already ongoing in the London office) on DSI cases. The project has helped the London office improve the average timeliness significantly in the investigation of (no conduct) DSI cases, reducing it from 60 days to 40 days. There is also a new (more flexible and sophisticated) performance management reporting, which has helped the London office improve timeliness (from 63% to 82%). This will be replicated in the regional offices. In the longer term category, Project Portfolio 1 is about to commence and there is a good opportunity under Project Portfolio 2 to move away from 'one size fits all' approach to developing a bespoke approach to investigations which will hopefully see further improvements.

The Chair welcomed the report. It was recommended that going forward, a full report should be provided to the Board (with narratives to provide explanation, in particular where there had been less than satisfactory performance and lessons learned, if any).

The Deputy DG (S&CS) also briefed the meeting on ICT issues noting the following three key areas:

- Transformation: this is about rolling out new devices which has brought significant change to the organisation such as better connectivity, flexible working and improving staff effectiveness and business continuity. It is ongoing across the organisation with only the Sale and Warrington offices pending. On the whole, the transformation has been very well received and successful. The initial implementation was challenging but the status has now moved to become 'business as usual' (BAU).
- Disaggregation – involves changes to the current contractual arrangements on ICT, the associated risks and options. Also, how these arrangements are being managed in collaboration with partners to ensure efficiency and effectiveness as well as minimise/eliminate related risks. There is full consultation with the HO.
- Disaster recovery – this is also ongoing and there are arrangements in place to manage disaster recovery. There is ongoing collaboration with the HO cyber security centre among others. The One Plan has been reviewed to identify all areas requiring ICT support and this will be reflected in the ICT implementation plan going forward.
- Overall, a Digital Programme Board had been established which meets monthly to oversee this area. An overall plan is also in progress which identifies the risks. Further, more recruitments have been made such as the Exit Manager. The new Head of ICT should commence work by mid-April.

A full report will be provided to the ARAC meeting and subsequently to the Board.

The Board welcomed the report and pointed out that one of the biggest staff motivations is having the tools to do their job more effectively. This view is reinforced by the feedback received (on meeting business needs) at the Values into Action Days. The Board will (through ARAC) continue to monitor matters relating to ICT to ensure quality assurance.

The Chair agreed and emphasised his position about ICT as an enabler in getting the organisation to where it wants to be. However, he highlighted the need to acknowledge the inherent challenges given the limits of the current ICT infrastructure. In this regard, he explained that he has continued to manage expectations accordingly. Nonetheless, there is a strong desire to move to the next level and efforts are being made to do this in a considered manner to ensure there is genuine and realistic improvement.

On the user feedback survey (page 11 of the report), it was noted that the percentage of users who believe the process of investigation was fair is lower than those who believe the decision made was fair. This is an anomaly which should be given consideration going forward.

On page 21, there was enquiry on clarity on the % of staff with personal development plans in place. It was explained that a review of the PDR is underway which will include looking at how development plans are undertaken.

The Board also considered the need to share the outcomes from the staff complaints particularly the learning aspect. It was explained that the ability in this area is determined by the quality of the samples. The samples were less than satisfactory on this occasion but efforts are being made to improve them. A lot of work is being done with a variety of stakeholder groups in order to gather a more robust data. The Board noted the importance of ensuring that the process in place is fit for purpose.

Agreed:

- To note the report.
- That a full report be provided to the next ARAC meeting, and subsequently to the May Board meeting **(ACTION)**.
- That ICT continue to have visibility on the agenda until satisfactory quality assurance is achieved.
- That the Director (S&I), and Chair of ARAC meet to discuss the staff complaints process from a quality assurance perspective **(ACTION)**.

Action: Director (S&I)/ARAC Chair (to meet)

8. RESOURCES REPORT- (PAPER REF IOPC 03/19/08)

The Director, Resources presented the report. Taking the report as read, (with information up to the end of January), he noted briefly below:

- Employer Pension contribution – there is no new information from the HO or Treasury on how this will be managed.
- Capital – No ‘delegation’ has been received for the next F/Y. This was raised as a risk to the HO because if we try to spend capital this year and some of the spending falls into next year (and there is no capital delegation for next F/Y), this would amount to acting ultra vires. This could lead to the accounts being ‘qualified’ with potential undesirable consequences for the Accounting Officer. However, the HO has been advised and a ‘letter of comfort’ is expected this week to address this. Suffice to note that there is no budget as yet.

- The forecast for core cash underspend has now increased to £1.1m. There was an outturn at the last F/Y. We are now looking at £1.7m against Period 6 forecast. This is not a significant concern for the HO. The Head of Finance will prepare a lessons learned review as it is necessary to understand what is needed for improvement, going forward.
- Hillsborough – there is very little change from the January figure. The underspend of £1.62 has increased to £1.7m. This will contribute to the discussion later this week by senior management on the efficiency plan.

Under para 2.15 onwards, there were enquiries about the number of staff exceeding the planned budget. There appears to be a systemic challenge and in view of this, it was proposed that a table of delegation be developed on who takes what decision. This need not be a detailed document but would assist with clarity and accountability, for example on 'headcount' and budget. If a decision is made to go beyond the organisation's stipulated limit (on recruitment), it should be clear who authorised it. ARAC could provide oversight on this. The Director, Resources assured the meeting that there are strong financial controls in place to guide budget holders. This provides flexibility but removes any chance of exceeding their budgets.

Agreed:

- To note the report.
- To express concern about the budget uncertainty given that the new F/Y is imminent.
- That the Chair will give further thought to the proposal and report back to the next meeting.

Action: Chair

9. ORAL UPDATE FROM THE DG

The DG reported as below:

- A meeting with Lord Bernard Hogan-Howe, the former Commissioner of the Met Police was fruitful, touching on issues such as quality and timeliness, working in partnership with others and the related challenges.
- He is continuing to have good contact with the Met Commissioner and Deputy regarding tactical contact on moped, highlighting issues relating to policy and learning among others.
- He had attended the Ministerial Board on deaths in custody. Our work on families clearly stood out and was welcomed.
- He had also attended a Parliamentary session with an organisation (INQUEST) about non-means tested legal aid for families. He had attended a useful meeting with John Acter, Chair of the Police Federation. There was constructive discussion.
- Values in Action Days continue – these have provided good opportunities to participate in several sessions and engage with staff. The events have been very successful with positive feedback received. The engagement and participation of members of the Board (including NEDs) was welcomed. The last of the events is being held in Birmingham soon.
- Internal Audit – the corporate governance audit has been conducted and the report has been issued. The rating was moderate – somewhat disappointing given all the

hard work done and only a few issues raised (on ICT, succession planning and diversity). Nonetheless, this is encouraging for a new organisation only in its first year.

- The Youth Panel report will be issued on the 28th March. This resulted from the work aimed at improving the confidence of young people in the complaints system. Copies will be circulated to members.
- A campaign on the 'Silent Solution' will also be run to coincide with the national Anti-Stalking week in April. This is aimed at promoting awareness of what someone should do if they are making a silent call to the police and need assistance.

The Interim Deputy DG (Ops) also briefed on Operation Maple and the Rigg case, the independent inquiry into CSA and others. It was noted that some of these will be reported in the media.

A formal thank you was made to Kevin Woodrow, the departing Director, Resources who is attending his last Board meeting. The Board thanked him for his significant contributions to the organisation (particularly the move to Canary Wharf in 2018). The Board wished him well in his future endeavours.

Agreed: to note the report.

10. ONE PLAN: BUSINESS PLAN 2019/20 (PAPER REF IOPC 03/19/10)

The report was presented by the Director (S&I), supported by the Business Planning Lead. The aim was to present the new draft business plan and the associated performance targets for comments and approval. The targets were informed by the outcomes measures approved at the last Board meeting in February. The Director briefly highlighted as below.

- The plan is structured in priority order (i.e. matters of importance to stakeholders).
- Allocation of financial resources across directorates is also reflected. This is being reorganised for better understanding.
- HO has provided feedback and welcomed the document but ministerial approval is yet to be received.

The Board commended the document which reflects substance and values. It agreed that this provides guidance on the direction in which the organisation is proceeding. It recommended as follows:

- increased focus on providing qualitative assurance.
- more explanation on the work being done.
- certainty on what the organisation can realistically deliver (i.e. what is reasonably achievable in each year).
- simplify the language so that the public know and understand what success looks like.
- Minimise comparison with previous years.

Agreed:

- to note and approve the document (subject to the comments made).
- that Mary Lines and Geoffrey Podger would work with the Director (S&I) to improve on the document.

Action: Director (S&I)/Mary Lines/Geoffrey Podger

11. COMMUNICATIONS STRATEGY (2019-22) (PAPER REF IOPC 03/19/11)

The Director (S&I) presented the new Communications Strategy, which had been developed to support the delivery of activities under the One Plan. Also, to raise awareness on the work of the organisation and help improve confidence in the complaints system. The aim was to seek feedback on the document and provide update on the related work in progress.

The Director highlighted the salient points in the document. She also explained the extensive consultation undertaken, including input from two NEDs (Andrew Harvey and Bill Matthews). The meeting noted the variety of work planned and those already undertaken under the strategy such as the promoting of mental health and policing in February. Details of activities are provided in a separate document – the Annual Communications Plan.

The Board welcomed the document and discussed/recommended as below.

- To further consider what the key communication messages are and how these are segmented to different audiences.
- On the core narrative area – to review neutral linguistics.
- To ensure sufficient expertise exist before moving into a new area.
- To emphasise the need for learning to be implemented in partnership with others.

Agreed:

- To note the report.
- To re-circulate and present the revised document (along with the stakeholder engagement strategy to the May Board meeting for approval.

Action: Director (S&I)

12. STATEMENT OF POLICY ON ‘RESTRICTED PERSONS’ (PAPER REF IOPC 03/19/12)

The Chair presented the report. The aim was to seek input from the Board in order to assist him in making a decision on the matter. He informed that the HR and Remuneration Committee had already debated the matter extensively at its January meeting and made recommendations. The minutes of the committee meeting had been circulated to Board members. The Chair informed that he also planned to consult the Staff Council on the matter before making a final decision.

The Board noted as below.

- Support for the views expressed by the Committee.
- Support for the balance achieved in this area at the present time.

- The need for there to be rules and process in place to manage this area.

Agreed:

- To note the report.
- That the Chair will liaise with the Staff Council on the matter prior to making a decision.

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 03/19/13)

The Board considered the report presented by the Governance Secretary.

Agreed: to note the report.

14. FORWARD PLAN (PAPER REF IOPC 03/19/14)

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 03/19/15)

The Board considered the document on future meeting dates.

Agreed: to note the document.

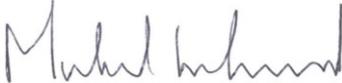
Action: Governance Secretary

16. ANY OTHER BUSINESS

- There was no other business

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

The Board received a presentation on the Wakefield office and the Investigations Team in particular. This was followed by introduction to staff members in Wakefield.

NAME	Michael Lockwood
SIGNATURE	
DATE	24 April 2019

Schedule of Actions

Agenda Item	Responsibility
5	Director (S&I)
7	Director (S&I)/ARAC Chair
8	Board Chair
10	Director (S&I)/Mary Lines/Geoffrey Podger
11	Director (S&I)

IOPC Board - Future Meeting Dates/Times/Venue

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 2019/20

Date	Venue
Wednesday 1 May 2019 (2:00pm)	London (Canary Wharf)
Wednesday 17 th July 2019	“
Friday 27 th September 2019 (11:00)	“
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	“