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## Board Meeting

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**Date & Time:** Wednesday 25 September 2019 at 10:30am

**Venue:** 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 Jarvis	Non-Executive Director
Manjeet Gill	Non-Executive Director
Jonathan Green	Deputy Director General (Operations) (Interim)
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Kathie Cashell	Director, Strategy & Impact

**In Attendance:**

David Emery	General Counsel
Mike Benson	Head of Finance
Lianne Corris	Head of Private Office
Catherine McCready	Senior Accountant (Items 9 & 11)
Amy Cridge	Business Planning Lead (Item 11)
Margaret Bruce	Governance Secretary
Rachel Toon	Senior Research Officer (Item 12)
Will Clothier	Populus (Item 12)
Sonia Abrahams	Populus (Item 12)

## **1. WELCOME AND INTRODUCTIONS**

The meeting commenced at 10.30 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 24 JULY 2019 (PAPER REF IOPC 09/19/04)**

The Board considered the minutes of the last meeting held on Wednesday 24<sup>th</sup> July 2019.

**Agreed:** to approve the minutes as a correct record and publish in line with the Standing Orders.

## **5. MATTERS ARISING FROM PREVIOUS BOARD MEETING/ACTION TRACKER (PAPER REF IOPC 09/19/05)**

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

### **Actions:**

- To receive a written performance report in August.
- To review meeting dates and venues.

**Agreed:** to note that both actions are complete.

The Board also considered the action tracker. There were no matters arising.

## **6. REPORT FROM HR & REMUNERATION COMMITTEE MEETING HELD WEDNESDAY 17 JULY 2019 (PAPER REF IOPC 09/19/06)**

The Board noted that the HR & Remuneration Committee met on Wednesday 17<sup>th</sup> July 2019. The Committee Chair noted that an oral update was provided to the last Board meeting on 24<sup>th</sup> July. The minutes of the committee meeting have since been circulated and presented to this meeting. The next committee meeting is to be held on Friday 27<sup>th</sup> September 2019. Matters such as pay remit and Hillsborough are on the agenda.

**Agreed:** to note the report.

## 7. UPDATE FROM AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING

There was no update but the ARAC Chair informed that the next committee meeting is being held on Wednesday 9<sup>th</sup> October 2019.

**Agreed:** to note the report.

## 8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 09/19/08)

The Director, Strategy & Impact presented the report (to the end of August). She noted similarities with the preceding report. Overall, she stressed the overall improvement in performance and the increase in green related performance areas. She also noted matters which have impacted on performance such as staff leave (prevalent in the month of August) and staff deployment to work on legislative change preparatory work. The Director highlighted below.

- **Referrals** – 85% referrals were completed within 3 days – YTD performance = 80% achieving the target set.
- **Investigations** – 205 investigations have started YTD. 47 independent investigations completed in August. Completion rate YTD remains high at 331.
- **Timeliness for completing investigations:**
  - **within 12 months** = Performance is currently at 75% YTD (against an 80% target). Excluding major investigation 79% investigations completed within 12 months this YTD
  - North East and North West regions improved from last month but remain below target (50% and 63% respectively). This is attributed to two lengthy investigations which have completed and impacted on the figures. Robust plans have been implemented to address challenges relating to timely completion. Midlands performance improved (78%) against 80% target.
  - **within 6 months and 9 months** – this has also improved = 33% and 53% (against 35% and 60% YTD targets) respectively. Active caseload has further reduced.
- **Appeals of investigation and local resolution matters**
  - Completion within 35 working days = 54% YTD. Appeals work generally suffer from seasonal variation due to a significant amount of staff leave in August. Improvements in staffing levels, training and a reduction in older appeals is expected to help improve timeliness in this area in the coming months. It is expected that the target will be met by the end of the year.
  - Completion (of non-recording and other appeals) within 25 working days = 43% in August - YTD = 59%. This was impacted by staff leave in August. Also, a high number of non-recording appeals have been received in the last few months.
- **Local DSI investigation reviews** – completion within 30 days = 20% YTD performance = 20%. Additional (fixed term) staff will be joining in September and improvement is expected in the foreseeable future.

In addition to the above, the Deputy DG (Ops) noted as below.

- DSI reviews – remain a challenging area but improvement is envisaged.
- Core investigation – the timeliness target is likely to be met by the end of the year but a different approach to investigations is required for significant improvement above 80%.
- Quality – a Quality Assurance Group (QAG) meeting is starting next month. All high-risk cases have been mapped and the top ten cases in each region are reflected in a dashboard for closer monitoring at these meetings.

The meeting discussed as below.

- To note the increase in green rated performance areas.
- To note the challenges faced in raising performance and the measures being implemented to address this.
- The need to understand the trajectory of anticipated improvement to the end of the year. The Board requested this information ahead of the next Board meeting (**ACTION**).
- The need to avoid a 'one size fits all' approach with regard to investigations.
- The need to review the approach to legacy/DMI cases.
- The need to ensure recruitment to backfill likely movement of staff and consider the impact of other extractions such as training on performance.
- The need to consider the implication of resourcing decisions on the next F/Y and ensure advance planning.

The Chair agreed with the discussion points and emphasised the importance of ensuring as far as possible there is resilience in the organisation.

**Agreed:**

- To note the report.
- To receive the report/data requested (above) prior to the next meeting.

**Action: (Deputy DG(Ops)/Director S&I)**

**9. RESOURCES REPORT- (PAPER REF IOPC 09/19/09)**

The Head of Finance presented the financial results reported to the HO at the end of August and briefed on other resource matters. He highlighted below.

- August accounts reflect matters such as the pension subsidy, pay increment (2%) and ICT matters.
- **Core business with expenditure against budget** = £1.72m (forecast £0.81m underspend by the year end). Management Board has considered some additional activities and identified priorities in the One Plan.
- **Core business non-cash** = £0.59m (underspend YTD) full year = £1.62m) - this is due to significant re-profiling of property related assets to reflect lease extensions at Birmingham, Cardiff and Wakefield offices. These were actioned last year after the budget was set. Further review and re-profiling of ICT assets is anticipated in the course of the year which should bring the forecast nearer to budget.

- **Hillsborough cash expenditure** = £0.02m (overspend YTD). (full year = £0.23m. (underspend) – this reflects re-profiling of staff resource required to support the re-scheduled criminal trials.
- **Hillsborough non-cash expenditure** = £0.08m (underspend YTD). Full year = £0.20m (underspend) – Re-profiling of the Warrington Office (after the budget was set) has resulted in a forecast £0.2m (underspend).
- **Capital = YTD** = £0.26m (underspend) – due to timing delays and delay in the installation of some IT projects. Full year forecast = £1.25m – reflecting the committed costs and essential items identified at the July CPFG meeting such as SQL upgrade. Capital - allocation from HO (for six months). Some expenditure has been committed. Further allocation expected in October, but capital is likely to remain tight.

The Board discussed among others, the implication of underspend and how this could be addressed. It was explained that this is being addressed in a variety of ways such as identifying priorities. It also discussed matters such as the need for a new case management system as well as recruitment and training of investigators.

**Agreed:** To note the report.

## 10. ORAL UPDATE FROM THE DG

The Chair informed the Board about his activities since the last meeting. He drew attention to two major issues:

- **W80 case** – this relates to a recent judicial review decision regarding police use of force. The outcome has implications for public confidence in policing and as such a leave to appeal is being sought. The General Counsel provided further information on the matter. The Board supported the decision to appeal.
- **Operation Kentia** – An update was given.

The Chair updated on his recent meetings and visits with stakeholders including:

- Avon and Somerset police force
- Dame Eilish Angiolini who conducted a previous review on deaths in custody. She continues to be supportive of IOPC work and progress being made.
- Scott McPherson (DG Policing at the HO) to discuss and provide an update on IOPC work
- The new Minister of Policing
- The new Home Secretary
- The new President of the Police Superintendent Association

He further informed as below.

- He was involved in judging the national custody awards.
- A Hong Kong police delegation visited the IOPC to share experience and learn good practice.
- The annual Deaths during or following police custody report was published.

**Agreed:** To note the report.

## **11. EFFICIENCY PLANNING – UPDATE (PAPER REF IOPC 09/19/11)**

The report was presented by the Senior Accountant and the Business Planning Lead. This is aimed at highlighting steps being considered/taken to respond to the organisations future budget pressures whilst aiming to ensure continued delivery of the organisation's strategic objectives.

The Board discussed and supported the approach being adopted. It was particularly complementary of the progress made to date. It expressed a sense of unease about the potential impact of declining budgets on the organisations progress and it advised on the need to identify and focus on priority areas.

**Agreed:** to note the report.

## **12. OUTCOME OF 2019 STAKEHOLDER RESEARCH (PAPER REF IOPC 09/19/12)**

The report was presented by the representatives of Populus. The aim was to brief on the findings of the 2019 stakeholder survey conducted on behalf of the IOPC. The findings presented were based on stakeholders' experiences of the first year of the IOPC's existence and include comparison to the 2017 research (under the previous organisation – i.e. the IPCC) where appropriate. The report fed back a very positive response to the work of the IOPC and its new direction of travel. There were significant improvements in virtually all categories.

The presenters highlighted the variety of areas addressed by the survey and responses such as the IOPC's robust and 'without prejudice' approach to investigation, improvement in timeliness and stakeholder engagement.

The Board welcomed the report. It commended the DG and his team. It also noted the related work (such as internal and external communications) to be derived from the report.

**Agreed:** to note the report.

## **13. REVIEW OF BOARD EVALUATION ACTION PLAN (PAPER REF IOPC 09/19/13)**

The report was presented by the Head of Private Office. The aim was to update the Board on the implementation of the Board Evaluation Action Plan agreed in February. This arose from the meeting held in January to evaluate the effectiveness of the Board in its first year. She noted that all actions have been implemented save Action 3 (decision-making framework). This is in progress and the outcome will be presented to the October/November Board meeting. She invited comments on completed actions and whether the spirit of the recommendations had been met.

The Board expressed satisfaction with the progress to date. It noted that many of the actions are ongoing by their very nature.

**Agreed:**

- To note the report.
- To note that the next evaluation exercise would be conducted early next year.

**14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/19/14)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** to note the report.

**15. FORWARD PLAN (PAPER REF IOPC 09/19/15)**

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.

**16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/19/16)**

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

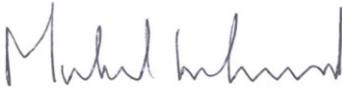
**Agreed:** to note the document.

**17. ANY OTHER BUSINESS**

Due to time constraints, it was agreed to defer the presentation by the General Counsel.

**Action: Governance Secretary**

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

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>Date</b>	23/10/2019

### Schedule of Actions

<b>Agenda Item</b>	<b>Responsibility</b>
8	Deputy DG(Ops)/Director (S&I)
17	Governance Secretary

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

### F/Y 2019/20

Time: 10.30am

Date	Venue (tbc)
Wednesday 23 <sup>rd</sup> October 2019	Cardiff
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	Salé

### 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	Warrington
Wednesday 24 <sup>th</sup> June 2020	London
Wednesday 29 <sup>th</sup> July 2020	Birmingham
Wednesday 23 <sup>rd</sup> September 2020	London
Wednesday 21 <sup>st</sup> October 2020	Wakefield
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 2019/20

Date	Venue
Wednesday 9 <sup>th</sup> October 2019	London (Canary Wharf)
Wednesday 22 <sup>nd</sup> January 2020	“

## F/Y 2020/21

Date	Venue
Tuesday 14 <sup>th</sup> April 2020	London (Canary Wharf)
Wednesday 10 <sup>th</sup> June 2020	“
Wednesday 14 <sup>th</sup> October 2020 <sup>1</sup>	“
Wednesday 20 <sup>th</sup> January 2021 <sup>2</sup>	“

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<sup>1</sup> Preceded by informal meeting (at 10.00) with Executives only.

<sup>2</sup> Preceded by informal meeting (at 10.00) with IA and EA only.

# HR and Remuneration Committee

## - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

### F/Y 2019/20

Date	Venue
Friday 27 <sup>th</sup> September 2019 (11:00)	London (Canary Wharf)
Thursday 7 <sup>th</sup> November 2019	Birmingham
Wednesday 12 <sup>th</sup> February 2020	London (Canary Wharf)

### 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	“