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## Board Meeting

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**Date & Time:** Wednesday 24 April 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 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

**In Attendance:**

David Emery	General Counsel
Mike Benson	Head of Finance
Lianne Corris	Head of Private Office
Stephen Oakley	Head of Policy and Public Affairs (Item 13)
Paulette Johnson-Clarke	Policy and Engagement Officer (Item 13)
Margaret Bruce	Governance Secretary

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30 and was quorate.<sup>1</sup> The Chair welcomed members and other attendees to the meeting. He introduced Mike Benson (Head of Finance) and proposed that Mike become a regular attendee to advise on finance and other budgetary matters. **Agreed:** to accept Chair's proposal.

## 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 20 MARCH 2019 (PAPER REF IOPC 04/19/04)

The Board considered the minutes of the last meeting held on Wednesday 20 March 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 Orders.

## 5. MATTERS ARISING FROM PREVIOUS BOARD MEETING/ACTION TRACKER (PAPER REF IOPC 04/19/05)

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

- **Action** – to present update and outline of impact report – addressed under item 13.
- **Action** – to update on ICT matters (through ARAC) – ongoing - ARAC met on 16 April – minutes to be circulated. Addressed under item 7.
- **Action** - Chair to look into increasing NEDs majority – the Chair noted that there is currently a NEDs majority (6 NEDs and 4 Executives) but this will be kept in view.
- **Action** - Manjeet Gill and Director S&I to work on visibility/access matters (under the complaints system) with a view to providing in-depth assurance – complete – reports circulated on 2 April. Also addressed under item 19.
- **Action** - Director S&I to meet with ARAC Chair to discuss complaints from risk perspective – ongoing - meeting to be arranged.
- **Action** - Chair to consider developing a table of financial delegation and report back to the meeting – complete - there are a variety of delegation documents managed by the Head of Finance.
- **Action** - Director S&I to work with Mary Lines/Geoffrey Podger to improve the Business Plan – addressed under item 12.

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

## **6. REPORT FROM HR & REMUNERATION COMMITTEE MEETING (HELD 14/03/2019) (PAPER REF IOPC 04/19/06)**

The meeting considered the minutes of the last Committee meeting held on 14/3/2019. The Committee Chair recalled that an oral report was given at the last meeting. The minutes have now been circulated. He noted that the draft H&S Audit report is now ready and will be discussed at the next Committee meeting in May. The report will also be presented to the next ARAC meeting in June and subsequently to the Unitary Board meeting.

**Agreed:** to note.

## **7. REPORT FROM AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 16/04/2019) (ORAL)**

The Committee Chair noted the variety of matters discussed such as those below.

- The Deputy DG (S&CS) presented a comprehensive report on ICT matters looking at issues such as GDPR, the contract with Sopra Steria Ltd and the transformation agenda which is progressing well. This provided more assurance that there is a good programme in place to get the organisation where it needs to be and good progress has been made. ICT is now a standing item on ARAC's agenda. The Deputy DG (S&CS) briefed the meeting on the likely need for the Home Office involvement in the approvals process. The ICT report would be circulated to members **(ACTION)**.
- IA – it would appear that the audit assurance opinion for 2018/19 is likely to be 'Moderate'. There was discussion around the IA service and the need for the business to push back recommendations that they did not consider appropriate and to commit realistic deadlines for those recommendations accepted.
- Financial Delegations – needs review in light of the departure of the Director, Resources.
- Draft IA Plan – was approved with some minor amendments.

**Agreed:**

- To note the report.
- That the ICT Report will be distributed to members **(ACTION)**.<sup>2</sup>

## **8. AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) ANNUAL REPORT (PAPER REF IOPC 04/19/08)**

The ARAC Chair presented the Committee's annual report covering the time IOPC became effective – i.e. January 2018 to the end of March 2019. The report highlights matters such as attendance, meetings held (including informal meetings with IA, EA and executives respectively). It looked at the roles and responsibilities of the Committee and the recent review of the Committee's terms of reference aimed at ensuring it is operating at maximum effectiveness. It also looked at the areas of audit agreed in the 2017/18 plan

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<sup>2</sup> The report was circulated on 24 April 2019.

and the ratings/status in each area. The meeting noted that overall, good progress had been made.

The Chair thanked both Committees for their work during the year and the areas of focus. He noted that the advice and challenge provided have helped to add value to the organisation.

**Agreed:** to note the report.

## 9. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 04/19/09)

The Director, Strategy and Impact presented the report. She briefly noted as below.

- This is the last report the meeting will receive in this format. A new format is being developed for this F/Y under the portfolios in the new One Plan. NEDs would be consulted for input in the new format. The new format would be presented to the May meeting.
- The list of all the business plan projects is attached to the report.
- The report covers performance and outcomes up until the end of February 2019. Management Board met the previous day to look at performance until the end of March.
- Timeliness for completing independent investigation within 12 months is 79% YTD against 80% target (81% if major investigations are excluded).
- Timeliness for completing investigation appeals = 63% against 60% target. The target for NR appeals was slightly missed (77% against 80% target). This is the best performance in terms of timeliness in the IOPC/IPCC's history.
- Work is ongoing to look into trends relating to staff complaints. A report will be presented to Management Board and ARAC on this.
- We started with open caseload of over 500 and have closed 80% of those.

The meeting noted as below.

- The need to consider messaging around the red areas under Priority 4. The Director acknowledged that there is a lot of work to be done. She noted that some of these issues are historical but actions are being taken under the new plan to address them. Progress reports would be presented to future meetings in this area.
- On the staff complaints, Management Board to consider and monitor trends pending producing a report for the ARAC October meeting (**ACTION**).
- The need to focus more on qualitative (rather than quantitative) targets, given that some cases are complex and may require longer completion time.
- The need for openness with stakeholders and to manage expectation on longer completion time.

The Chair noted that significant improvements have been made. Such achievements have made the organisation bolder, more confident and determined to tackle the wider systemic delay with other stakeholders.

The Deputy DG (Ops) briefed the meeting on other work in progress aimed at improving the complaints system. He recommended that future reports provide narratives for better understanding.

**Agreed:**

- To note the report and commend the work being undertaken under Portfolio 4.
- That subsequent to the meeting between the ARAC Chair and Director (S&I) to discuss staff complaints, a report be provided to the October ARAC meeting (**ACTION**).

**Action: Director (S&I)/ARAC Chair**

**10. RESOURCES REPORT- (PAPER REF IOPC 04/19/10)**

The Head of Finance noted as follows:

- The report is up to February and the end of March results are now in.
- Core underspend is now down to £750K.
- We have managed to accelerate ICT spending in March.
- Capital underspend is £200K – it was not possible to bring forward Cardiff works into this year.
- Still awaiting information from the Home Office on the pensions matter.
- A capital budget delegation has been received for Q1 of the Financial Year. We will need to make a bid for further capital in early June.

The Chair noted the pension liability for the 19/20 budget. This is likely to have a full year effect in 20/21. Discussion has been held with the Minister and the Home Office DG on concerns about impact of resources on delivery. Both have expressed support.

The Deputy DG (S&CS) noted that the Management Board has extensively debated the pension and overall budget position, in particular what this means for medium term budgets. Efficiency planning work has commenced and the Board will be updated on this next month.

Members highlighted the impact of resources on delivery and expressed concern. They called for more certainty and advised on developing contingencies based on different scenarios to address the concern, given that there are bigger challenges, going forward.

**Agreed:**

- To note the report.
- That Management Board will develop contingencies and scenarios as recommended.

**11. ORAL UPDATE FROM THE DG**

The Chair reported as below.

In the course of the F/Y, he has met, established relationships (and followed up) with a wide variety of stakeholders aimed at promoting the work of the IOPC. Since the last meeting, he has met with:

- The Chair of Police Federation (had good discussion on complex areas such as legacy cases).
- Ministerial Board on Death in Custody.

- Tola Munro, President, National Black Police Association (NBPA).
- APPG on Whistleblowing.
- Home Office DG, Scott McPherson who would like to attend the Unitary Board meeting – the Board welcomed attendance.
- Stakeholders have generally been positive and it has been a good year.

The Chair also updated as below.

- **Staff Changes** - new Deputy DGs in place, Interim Regional Director (London) has been appointed, Head of ICT has just started and Head of Comms will be joining next week.
- **New Business Plan** – this has been submitted to the Home Office and awaits ministerial clearance.
- **Hillsborough** – 15 April marked the 30<sup>th</sup> anniversary of the disaster. A minute's silence was held in memory of the victims who died.
- **Stephen Lawrence Day** – a two-week awareness campaign is being conducted to recognise Stephen's legacy.
- **Domestic Abuse** - the 'Silent Solution' campaign was very successful in raising awareness on how victims could seek police assistance in circumstances where they are unable to speak on a 999 call.
- Over the next few weeks, the Chair will meet with Kate Frame (his Scottish equivalent), the NPCC Chair. He will visit Lancashire and Leicestershire Police and will attend a systems leadership meeting chaired by the Policing Minister.
- He will be giving a presentation in May at the Police Federation Conduct Leads Conference.

The Deputy DG (Ops) briefed the meeting on two sensitive cases. The Deputy DG (S&CS) also briefed the meeting as below.

- Update on ICT has been provided. He and the DG met with the Head of Public Sector practice for Sopra Steria Limited to discuss the work being done post December 2019.
- The new ICT kit is about to be rolled out in the Sale office – aimed at increasing efficiency of the work environment. On completion, the whole organisation will be on the new kit.
- Redesigning of the appraisal process has commenced – this is a significant project.
- Efficiency planning will be presented to the next Board meeting.
- Estates – upgrade to the Birmingham office is complete and discussions about Wakefield office are in progress.

**Agreed:** to note the reports.

## **12. ONE PLAN: UPDATE (PAPER REF IOPC 04/19/12)**

The report was presented by the Director (S&I). The aim was to update the meeting on progress under the One Plan. She recalled the discussion at the December meeting and noted as below.

- **Activities to deliver the four priorities under the One Plan** – there is a move towards the new way of working under the One Plan. A portfolio has been developed under each priority area. Each portfolio comprises areas of change and areas noted

as Business as Usual (BAU) which would be managed together. 7 major programmes have been developed under the portfolios for implementation.

- **Launching the plan and engaging staff** – the document would be launched on the intranet followed by Town Hall events at each regional office to explain what the plan is, how staff could get involved and expectations. This would be complemented by ‘cascading’ through regular team briefings from line managers. ‘Packs’ have been developed for line managers to support them and a meeting is being held next week with the leadership as management is keen to involve all leaders.
- **Governance aimed at providing assurance** – Boards have been established for each portfolio led by the two Deputy DGs and the Director (S&I) respectively. Each programme area would be led by a Senior Responsible Owner (SRO) accountable for delivery. They will be supported by Business Leads (acting as ‘critical friends’) who will ensure alignment with the One Plan. The portfolio boards will report to Management Board and the Unitary Board.

The meeting discussed as below.

- The need to engage middle managers and utilise their leadership in taking the organisation forward. Also, ensuring they have the capacity and capability for delivery.
- Whilst noting the communication and engagement aspect, it is important to assess how leadership aligns with what we are trying to achieve. The Director noted that the People Directorate is working on this but the first step is to ensure that leaders have the information they need to lead their teams. Also, consideration is being given to how to address the leaders as a group (perhaps through networks) and ensure they have the tools to do their work as well as take the organisation forward.
- Noting that this is a time-consuming activity requiring rigour, it is important to ensure substantive reporting, therefore, a quarterly report should be presented to the Unitary Board.
- The meeting also noted the outcome of the meeting between the Director (S&I) and Manjeet Gill on visibility and improved access (of users) to the complaints system (report circulated under item 19). Manjeet informed that the Director’s team had a good understanding of some of the issues around engagement. She highlighted the issues regarding the BAME (and other) communities and recommended broader consideration (and recognition) of relevant issues such as poverty and deprivation as a barrier to access. She referred to the five questions raised in her report and asked that these be given further thought in providing assurance. This would be an indication of better understanding in engaging with our stakeholders with resulting impact. The Director informed that the questions posed are relevant and there are plans to develop local stakeholder engagement plan for each regional office and Wales and recruit stakeholder engagement staff to deliver the bespoke plans to ensure effectiveness. This would be reflected under Portfolio 3.

#### **Agreed:**

- To note the report.
- To receive a report at the June meeting (**ACTION**).
- That this would be followed by a quarterly report (**ACTION**).

**Action: Director (S&I)**

### 13. IMPACT REPORT AND ANNUAL REPORT (PAPER REF IOPC 04/19/13)

The Director (S&I) presented the two reports below. She was supported by the Head of Policy and Public Affairs and the Policy and Engagement Officer. She noted as below.

**Impact report** – recalling the proposal at the November Unitary Board meeting to produce an annual impact report to show the difference made by the work of the IOPC, significant progress has been made in engaging with staff and preparing the structure/report. The presentation was aimed at providing an update on progress (including the risks and challenges) and to note and seek approval on the proposed structure of the report. The presenter noted the variety of work undertaken to date including staff engagement (e.g. through networks and workshops/event such as the Values into Action Days) to raise awareness and gather relevant information and examples to inform the report. It was noted that rather than the volume of work, the primary focus was the impact made on policing and public confidence. The presenter highlighted the risks and challenges such as information management and sensitivity, data verification and developing the culture of monitoring and tracking outcomes to ensure they are implemented by partners/stakeholders. Also, the difficulty of establishing a direct link between the organisation's work and improvement in policing. Going forward, these are now being addressed under the One Plan. It was envisaged that a draft report would be produced in May for presentation to the June Board meeting, before publishing with the ARA in June.

The meeting discussed as below.

- The report is a good challenge as well as a representation of IOPC's achievements.
- The proposed format is good.
- The importance of sharing stories to develop understanding of IOPC's work.
- The need to be realistic about what could be delivered this year.
- The need to also highlight cases where names could be published if possible to give the report reality.
- The importance of recognising that impact comes in different sizes. There is clear evidence that timeliness has made significant difference for example. The same applies to the 'Silent Solution' campaign aimed at assisting Domestic Abuse victims.
- The need to develop a culture of tracking outcomes, in particular those which need to be embedded to impact on system change – this is a wider but necessary issue. It is noted that this is now reflected under Portfolio 2.
- It is recommended that a part of the quarterly report under the One Plan (discussed under item 12) be dedicated to impact.
- It is recommended that the report be launched internally prior to wider distribution. This is important given the significant input from staff.

#### **Agreed:**

- To note the report.
- To approve the proposed structure and timetable (i.e. to circulate a draft report to members in May and present the final report to the June meeting **(ACTION)**).

**Action: Director (S&I)**



**Annual Report and Accounts (ARA)** – the aim was to update the meeting on arrangements for publishing the ARA (2018/19). Among others, it was noted that the planning is in progress and the layout would differ from the previous reports to reflect simplicity and clarity among others. The modifications have been cleared with the auditors. The timetable is challenging as it involves others for the required sign-offs. Nonetheless, it is envisaged that an early draft would be presented to the May meeting before a more considered draft is presented to the June ARAC meeting followed by the June Unitary Board meeting. It is envisaged that the final report would be published before the summer Parliamentary recess (recess date is yet to be established). **Agreed:** to note the report.

**Action: Director (S&I)/Head of Finance**

#### **14. CODE OF PRACTICE (PAPER REF IOPC 04/19/14)**

The Head of Private Office Group presented the report. The aim was to consider and review the Code of Practice document which sets out the relationship between the Director General and the “Office” of the IOPC. In line with the new paragraph 10D of the Police Reform Act 2002 (as amended by the Policing and Crime Act 2017), the document is reviewed annually and published.

The presenter noted that consultations have been held on the review and minor amendments were proposed on clarity of language around the strategic plan and on advice to the DG.

**Agreed:**

- To approve the document subject to the above amendments.
- To publish the revised document in compliance with statutory requirements.

#### **15. STANDING ORDERS/COMMITTEE TERMS OF REFERENCE (REVIEW) (PAPER REF IOPC 04/19/15)**

The Head of Private Office Group presented the report. The aim was to review and approve the Standing Orders and the Terms of Reference (ToRs) for the two committees (ie ARAC and the HR & Remuneration Committee). The Committees have conducted a review of their respective ToRs and have recommended approval. The presenter noted that the following amendments have been made to the Standing Orders to ensure it is fit for purpose.

- Clarifying the roles and responsibilities of the Private Office and the Risk and Audit Manager – this is intended to implement the recommendations made by Internal Audit in the audit report on corporate governance.
- Consistency in language and practical application.

**Agreed:**

- To note and approve the documents for publishing (**ACTION**).
- To conduct the next annual review in April 2020 (**ACTION**).

- To note that the review of the Scheme of Delegation is in progress and would be presented to the May Board meeting **(ACTION)**.
- To delay publishing the documents until after the Scheme of Delegation is approved at the May meeting (given the reference to the document in the Standing Orders).

**16. BOARD MEETING ATTENDANCE (PAPER REF IOPC 04/19/16)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** to note the report.

**17. FORWARD PLAN (PAPER REF IOPC 04/19/17)**

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.

**18. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 04/19/18)**

The Board considered the document on future meeting dates.

**Agreed:**

- To note the document.
- To receive and consider a brief proposal at the next meeting on holding meetings away from Canary Wharf **(ACTION)**.

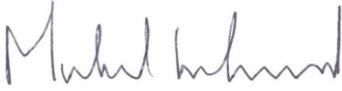
**Action: Head of Private Office Group**

**19. ANY OTHER BUSINESS (PAPER REF IOPC 04/19/19)**

The meeting received two reports from the Director (S&I) and Manjeet Gill on the meeting held on improving visibility/access to the complaints system. The Director (S&I) updated that there would be opportunity for further discussion at the Board's June meeting when the Stakeholder Engagement Strategy and Communications Strategy is presented to the Board. The Chair thanked Manjeet Gill for her work in this area.

There was no other business.

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>	29/05/2019

## Schedule of Actions

<b>Agenda Item</b>	<b>Responsibility</b>
12	Director (S&I)
13	Director (S&I)/Head of Finance
18	Head of Private Office Group

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

**F/Y 2019/20**

**Time: 10.30am**

Date	Venue (tbc)
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 2019/20

Date	Venue
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 2019/20

Date	Venue
Wednesday 1 May 2019 (2:00pm)	London (Canary Wharf)
Wednesday 17 <sup>th</sup> July 2019	“
Friday 27 <sup>th</sup> September 2019 (11:00)	“
Thursday 7 <sup>th</sup> November 2019	Birmingham
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	“