

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 24 July 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 |
| Jonathan Green | Deputy Director General (Operations) (Interim) |
| Tom Whiting | Deputy Director General (Strategy & Corporate Services) |
| Kathie Cashell | Director, Strategy & Impact |

In Attendance:

| | |
|-----------------|---|
| Scott McPherson | DG Policing, Crime and Fire Group (HO) |
| David Emery | General Counsel |
| Mike Benson | Head of Finance |
| Lianne Corris | Head of Private Office |
| Karen Jamieson | Risk and Audit Manager (e-conference) (Item 10) |
| Margaret Bruce | Governance Secretary |

1. WELCOME AND INTRODUCTIONS

The meeting was preceded by an informal meeting of Non-Executive Directors (NEDs) only at 10.00am.

The formal meeting of the Board commenced at 10:30am and was quorate.¹ The Chair welcomed members and other attendees to the meeting. He informed that Scott McPherson, DG, Policing, Crime and Fire Group (HO) would be joining the meeting at a later stage. The Board also noted the possibility of a new Home Secretary in view of the new incoming Prime Minister.

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 26 JUNE 2019 (PAPER REF IOPC 07/19/04)

The Board considered the minutes of the last meeting held on Wednesday 26 June 2019. It recommended that the minutes be recirculated for comments by email. **(ACTION)**.

Agreed: to approve the minutes as a correct record publish in line with the Standing Orders.²

Action: Governance Secretary

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING/ACTION TRACKER (PAPER REF IOPC 07/19/05)

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

Actions:

- To receive a presentation from Legal Services on the police complaints statutory scheme. It was noted that the presentation is scheduled for the next UB meeting in September.
- To receive a report on action taken in response to the UB comments on the Impact Report and to publish the final document with the ARA in July. – Complete. Comments informed the final report. The ARA has been published.
- Stakeholder Engagement Strategy - To receive a report on action taken in response to the UB comments. Comments informed the final document.

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

² No feedback received.

- Non-Executive Directors to consult further on holding some meetings in IOPC regions (away from London) and present the outcome to executive members – complete. Some meetings have been scheduled accordingly (Item 15).

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

Agreed:

- To note the report.
- To receive a future update on the assessment framework (No 9 of action tracker).
(ACTION)

Action: Director, People

6. REPORT FROM AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 12/06/2019) (PAPER REF IOPC 07/19/06)

The Board considered the minutes of the last ARAC meeting held on Wednesday 12th June 2019. The Committee Chair recalled that an oral report was given at the last Board meeting in June. The minutes of the meeting have since been circulated. The key matters arising since then were noted below.

- Annual Report and Accounts (ARA) - the ARA have been laid in Parliament. There was no delay for the second year. The team is to be commended for the excellent work done.
- The ICT matter is ongoing. In this context, the Deputy DG (S&CS) briefly updated the meeting on the ongoing work on ICT, in particular the termination period with the service provider. He informed that the nature of service to be provided (and related cost) is under negotiation and the necessary advice is being received. An update would be reported to the next ARAC meeting in October.

The Chair noted the budgetary impact on the dual running cost in this area but acknowledged that its delivery is a priority. He also commended the 'joined up' approach across the organisation to ensure its effective implementation.

Agreed: to note the report.

7. REPORT FROM HR & REMUNERATION COMMITTEE MEETING (HELD 17/07/2019) (ORAL)

The Board noted that the HR & Remuneration Committee met on Wednesday 17th July 2019. The minutes would be circulated in due course. Meanwhile, the Committee Chair briefly highlighted some of the matters discussed such as:

- **EDI** – A new equalities post has been advertised. Also, a new plan is to be published in fulfilment of our obligation as a public body. Equalities are embedded throughout the delivery of the strategic plan. He also recalled the pledge made by the DG to the Home Affairs Select Committee (see item 12).
- **Pay Remit:** Up to 2% allowed this year. Options are being considered on the mode of implementation, in particular whether some flexibility might be applied and the importance of having the necessary procedures in place to ensure effective delivery.

- **Leadership pledge** – Developed to encourage and strengthen values-based leadership. There was discussion around the application of the document to the Non-Executive Members of the Board. The final document would be presented to the Board in due course.
- **Aspiring leadership programme** – Aimed at developing new leaders. The outcome of the first cohort was noted and the second cohort is to commence later in the year.
- **Performance Development Review** – A new process is being developed to enhance the current system. To ensure success, the Committee recommended that a pilot programme be implemented and the outcome reported prior to overall roll out.
- **Health and Safety Audit** – A recent audit was conducted with positive outcomes. The Committee noted the action being taken to implement the recommendations made. The Committee also noted improvement in the reporting of H&S matters as well as the current position on deployment equipment which remains a concern.

Agreed: to note the report.

8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 07/19/08)

The Director, Strategy & Impact presented the report (to the end of June). She noted the red and amber in the performance areas, and highlighted as below.

- **Referrals** – Where decisions were made within 3 days of referrals = 78% YTD (against 80% target) – there was 21% more referrals than the same period last year. In spite of the increase, active caseload has been maintained.
- **Investigations** – In comparison with the same period last year, 38% fewer investigations were started in the first quarter of the current year. This is attributed to the increased emphasis on the types (rather than volume) of cases handled. Completion rate = 72% (April), 64% (May), 62% (June). Nonetheless, more cases were closed than opened.
- **Timeliness** for completing investigations:
 - **within 12 months** = 74% (YTD) (against 80% target) – the result was impacted by the effort to close older cases.
 - **within 9 months and 6 months** – this also remains at amber. Active caseload has further reduced as more cases are closed than opened.
- **Appeals** – Performance for completing non-recording and other appeals within 35 working days = 57% (YTD) (against 65% target). Resourcing pressure in the Assessment Unit continues to impact on performance. The number of appeals received has also increased (by more than 57%). Multiple appeals (100) were also received from one individual which clearly had impact.
- **Local DSI investigation reviews** – Productivity rose by 18% between May and June. This is in response to the drive to improve timeliness in this area.
- **Efficient and effective organisation** – all targets have been met/exceeded in this area save the response to parliamentary request for information within a set deadline which is lower than the 85% target. This is attributed to the additional time needed to support the DG for the IOPC appearance before the Home Affairs Select Committee earlier in July.

The meeting discussed as below:

- To note the multiple appeals received from a single source and consider whether this could be treated as one appeal. It was noted that this is unlikely under the current legislative regime.
- To note that improving timeliness is a priority and this is being addressed under the One Plan.
- To note that Regional Directors have been asked to target the legacy cases. Some regions have achieved balance with new cases. The focus is to close historic cases within two years. The Chair emphasised the importance of closing legacy cases without compromising on target.
- A new approach to investigations is being rolled out. This has been successful in the London office, becoming agile and improving timeliness.
- The need to manage this area proactively. Also the need for culture change so that investigations are completed as quickly as possible with due sensitivity to timeliness. The meeting was informed that there is a capacity tracker in place to ensure effectiveness. This has worked well in London and is being adapted and rolled out to other offices. The meeting noted the high volume of data which has to inform the capacity tracker.
- The need to maintain operational performance at a good level and achieve the targets that have been set. Also, to consider the impact of vacancies on performance and to be conscious of the bigger picture.
- The need for an interim update in August so that the Board can be assured about the direction operational performance is taking.

The Chair highlighted two key issues in this area i.e. the need to modernise the approach to investigations and consider changing the style of reporting legacy and ongoing cases.

Agreed:

- To note the report.
- To receive a written performance report in August (**ACTION**).
- That future Performance Reports should contain more detail in terms of issue analysis and remedial action taken as well as expectation and future trajectory. This should help to improve assurance in this area.

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

9. RESOURCES REPORT- (PAPER REF IOPC 07/19/09)

The Head of Finance presented the financial results reported to the HO at the end of June. He highlighted below.

- Pension subsidy for this year is now confirmed = £1.27m.
- **Core cash overspend** = £1.39m.
- **Core business cash expenditure against revised budget** = £0.62m (underspend – YTD) £0.11m (overspend – Full year).
- **Core business non-cash** = £0.41m (underspend YTD) - 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** = £0.10m (overspend YTD). This relates to increased cost on ICT, estates, expert witness fees etc. The contingency forecast has been removed due to the push back of the trial date. Full year = £0.17m (underspend).
- **Hillsborough non-cash expenditure** = Re-profiling of the Warrington Office (after the budget was set) has resulted in a forecast of £0.2m (underspend).
- **Capital** = £0.15m (underspend) due to the delay in the installation of some IT projects. A bid for further funding is being made to the HO. Meanwhile, we have had a new delegation of £700k for the first half year.
- The pension situation for 19/20 F/Y is now certain. A bid has been submitted for the next F/Y.
- Budget for next year – forecast is flat cash but this is yet to be confirmed. An efficiency planning programme has also commenced.
- Pay – 1.5% was budgeted for. 2% approved, therefore the difference must be absorbed.

Agreed:

- To note the report.
- That the draft budget would be presented to the October meeting (**ACTION**).
- To note that preparations are in progress for next year's budget.

Action: Head of Finance

10. RISK REPORT/STRATEGIC RISK REGISTER (PAPER REF IOPC 07/19/10)

The Risk and Audit Manager presented the strategic risk report and risk register. This is in compliance with the requirement to update the Board twice a year. This is the first report presented for the current F/Y. It was noted that the risk register is presented for scrutiny to every meeting of the Audit and Risk Assurance Committee (ARAC).

The presenter highlighted the risk areas and the ratings. She noted some of the work in progress. She also noted the new and emerging risks such as those relating to legislative changes. In respect of the GDPR, she noted that it might be necessary to review the scoring in this area given the additional mitigating measures now in place to address the risk relating to third party suppliers.

The Deputy DGs provided an update in relation to third parties and data breaches. This would be discussed further at the next ARAC meeting. Both agreed with the presenter's recommendation to review the risk score in this area. The Legal Counsel also provided clarification on the area relating to civil cases, contingency and the discussions with the HO.

Agreed: To note the report.

Scott McPherson joined the meeting at 12.00.

The Board welcomed Scott McPherson, DG, Policing, Crime and Fire Group (HO). The DG (HO) noted the possible change of Home Secretary in view of the new incoming Prime Minister. No substantive change is envisaged in the IOPC's responsibilities or direction. He commended the work of the IOPC, the ongoing reforms and its good relationship with stakeholders/partners. From the HO perspective, he supported the IOPC's key areas of priority such as:

- Learning for improvement (shared with all forces) and making an impact.
- Timeliness in investigations.
- Metrics on how police forces are doing to improve their own investigations (IOPC role is envisaged here in supporting forces to improve standards).
- Horizon scanning and early warning.

The Board thanked Scott McPherson and his HO team for their advice and support of the work of the IOPC during the last year. Attention was drawn to the Impact Report produced with a view to assessing the difference made by the IOPC. The aim is to build on those achievements.

11. INFORMATION MANAGEMENT STRATEGY (PAPER REF IOPC 07/19/11)

The Deputy DG(Ops) presented the report and the document. The aim was to seek approval for the draft Information Management Strategy. He noted that the strategy applies to all staff (not just those with information responsibilities). It sets out the high standards the organisation holds itself to and would expect. It aims to adopt a consolidated approach and develop a new culture in handling and improving data quality and information (whether in electronic form or hard copy). A detailed workplan is also being developed to assist delivery over the next three years. Meanwhile, the immediate priority areas were noted below.

- Scoping a new case management system.
- Ensuring Compliance with data related laws.
- Improving disclosure processes in operational work.
- Improving the quality of data in our systems.

The Board discussed as below.

- The need for more granularity given the risk level in this area and the importance of assurance. Also, the need for more clarity in the Plan.
- To commend the inclusion of EIA. This reflects the protected characteristics of staff. It could also highlight service users.
- To note that information management is the responsibility of all (rather than a few) staff members. Also, to welcome the consolidated approach adopted, unifying matters relating to data protection, information governance and data quality etc.
- To emphasise the importance of culture shift in the organisation in relation to the handling and retention of data. To also note how success would be measured after training is provided.
- To recommend that some sampling be undertaken to assess staff understanding and response to the document.

The Chair noted that this area needs to be addressed to ensure the tools are in place for the organisation to reach its potential. It is being delivered under Portfolio 1B of the One Plan.

Agreed:

- To approve the IM strategy subject to the above comments.
- That the document would be distributed to staff.

12. ORAL UPDATE FROM THE DG

The Chair informed the Board about his activities since the last meeting.

- Families – He had met with two bereaved families to learn from their experiences.
- He had visited forces such as Merseyside to listen and speak to frontline officers. This had helped to develop his understanding on the pressures facing forces especially in relation to mental health and domestic abuse.
- He had attended Federation meetings where he engaged with officers to discuss conduct issues.
- He had appeared before the Home Affairs Select Committee inquiry on 20 years after the McPherson report.
- He noted that the Annual Report and Accounts are being laid today.
- He had attended the Bravery awards.
- He also attended the meeting on Systems leadership work led by the Policing Minister (Nick Hurd). This discussed horizon scanning work and peer review.
- Legislative change – He noted that the regulations are likely to be laid in December (effective early in 2020).
- He had attended the Corporate Leadership Network (CLN) meeting comprising middle managers – this is aimed at better utilising the advice/expertise of middle managers.
- Efficiency planning – He noted that further meetings have been held since the last session and due diligence is now being done on the proposals submitted.

The Deputy DG (Ops) and General Counsel updated the Board on some high profile cases. The Board noted and commended the IOPC's early engagement with the community (on the stop and search matter) which helped to defuse tension. The matter was widely reported (including on social media). The Chair emphasised that closer engagement with the community is a priority as he is keen to build public trust and confidence.

Agreed: To note the report.

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/19/13)

The Board considered the report presented by the Governance Secretary.

Agreed: to note the report.

14. FORWARD PLAN (PAPER REF IOPC 07/19/14)

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 07/19/15)

The Board considered the document on future meeting dates and venues. It noted that consultations have been held and some meetings would be held away from London.

Agreed:

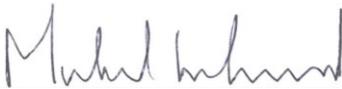
- To hold the October 2019 UB meeting in Cardiff and March (2020) meeting in Sale **(ACTION)**.
- That for the next F/Y, the May, July and October Board meetings would be held in Birmingham, Wakefield and Warrington **(ACTION)**.
- That where Board meetings are held away from London, it was proposed that non-executive members would arrive the previous afternoon to enable sufficient time for discussion with staff.

Action: Head of Private Office Group

16. ANY OTHER BUSINESS

The Board discussed and agreed the content of the presentation at its next meeting in September. The presentation would focus on the police complaints statutory scheme.

The Chair closed the meeting and thanked members, the DG (HO) and staff for their attendance and participation.

| | |
|------------------|---|
| NAME | Michael Lockwood |
| SIGNATURE |  |
| DATE | 25/09/2019 |

Schedule of Actions

| Agenda Item | Responsibility |
|--------------------|-------------------------------|
| 5 | Director, People |
| 8 | Deputy DG(Ops)/Director (S&I) |
| 9 | Head of Finance |
| 15 | Head of Private Office Group |

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2019/20

Time: 10.30am

| Date | Venue (tbc) |
|---|-----------------|
| Wednesday 25 th September 2019 | London |
| Wednesday 23 rd October 2019 | Cardiff |
| 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 | Sale |

F/Y 2020/21

Time: 10.30am

| Date | Venue (tbc) |
|---|-------------|
| Wednesday 29 th April 2020 | London |
| Wednesday 20 th May 2020 | Warrington |
| Wednesday 24 th June 2020 | London |
| Wednesday 29 th July 2020 | Birmingham |
| Wednesday 23 rd September 2020 | London |
| Wednesday 21 st October 2020 | Wakefield |
| 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 |
|---|-------|
| Wednesday 9 th October 2019 | “ |
| Wednesday 22 nd January 2020 | “ |

F/Y 2020/21

| Date | Venue |
|--|-----------------------|
| Tuesday 14 th April 2020 | London (Canary Wharf) |
| Wednesday 10 th June 2020 | “ |
| Wednesday 14 th October 2020 ³ | “ |
| Wednesday 20 th January 2021 ⁴ | “ |

³ Preceded by informal meeting (at 10.00) with Executives only.

⁴⁴ 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 th September 2019 (11:00) | London (Canary Wharf) |
| Thursday 7 th November 2019 | Birmingham |
| Wednesday 12 th February 2020 | London (Canary Wharf) |

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 | “ |