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Board Meeting

Date & Time: Wednesday 26 June 2019 at 10:30am

Venue: Canary Wharf

Present:

Michael Lockwood	Director General/Chair
Geoffrey Podger	Senior Independent Director (SID)
Manjeet Gill	Non-Executive Director
Mary Lines	Non-Executive Director
Andrew Harvey	Non-Executive Director
Bill Matthews	Non-Executive Director
Catherine Jarvis	Non-Executive Director
Jonathan Green	Deputy Director General (Operations) (Interim)
Tom Whiting	Deputy Director General (Strategy and Corporate Services)
Kathie Cashell	Director (Strategy and Impact)

In Attendance:

David Emery	General Counsel
Stephen Oakley	Head of Policy and Engagement Affairs (Item 13)
Elizabeth Williams	Policy and Engagement Manager (Item 13)
Paulette Johnson-Clarke	Policy and Engagement Officer (Item 13)
Elizabeth Jones	Senior Stakeholder Engagement Manager (Item 15)
Margaret Bruce	Governance Secretary
Sonia Abrahams	Populus (Item 17)
Will Clothier	Populus (Item 17)

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30 and was quorate.¹ The Chair welcomed members and other attendees to the meeting.

2. APOLOGIES

The meeting received apologies from:

- Mike Benson (Head of Finance)
- Lianne Corris (Head of Private Office)

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 29 MAY 2019 (PAPER REF IOPC 06/19/04)

The Board considered the minutes of the last meeting held on Wednesday 29 May 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 06/19/05)

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

- **Action** - To circulate the Impact Report for feedback and present the document to the June Unitary Board meeting – the report was circulated to members in June for feedback. Also presented under item 13 below.
- **Action** - To present the Annual Report and Accounts to the May and June Unitary Board meeting – the draft report was presented to the May Unitary Board meeting and the June meeting of ARAC meeting. Also presented under item 12 below.
- **Action** - To provide more information on the low performance figure relating to the completion (within 30 days) of local DSI cases – Brief from Deputy DG (Ops) was circulated to members on 17 June. The brief is also attached to the report under item 9 below.
- **Action** - To attach to the Scheme of Delegation, a financial schedule, which reflects spending limits up to the DG and Unitary Board level – this is in progress. Update on financial delegation was presented to the last ARAC meeting on 12 June. The meeting was informed about the outcome of a discussion (between the SID and the DG) to propose a working group (comprising NEDs and executive members) to look into the matter in detail and report back to the Board at its September meeting. **(ACTION)**. The Board agreed with the proposal. Geoffrey Podger, Mary Lines and Catherine Jervis agreed to participate in the working group.

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

- To review the venue for the October 23 meeting (Birmingham) given that the HRR Committee is scheduled to meet in Birmingham on 7 November – this is discussed under item 20.

Agreed: to note.

Action: Head of Finance/Head of Private Office

The meeting also considered the action tracker and noted as below.

- **No 8 – Action** - to produce an update report on the One Plan for June meeting followed by a detailed quarterly report - this is addressed under item 9 below.
- **No 9 – Action** – to present the final report on the new assessment framework – this is ongoing. The Director (S&I) informed that this is to be reflected in the work under the One Plan.

6. REPORT FROM AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 12/06/2019) (ORAL)

ARAC met on 12 June. The minutes of the meeting would be circulated in due course. Meanwhile, the Committee Chair briefly noted the areas of discussion at the meeting. This includes the below.

- External Audit – technical discussion around our estates (particularly on dilapidations), the related challenges and how this should be treated in the accounts.
- Internal Audit – the GIAA report/opinion gave IOPC a higher moderate rating which puts the organisation in a strong position. The meeting also noted that there have been improved responses to IA recommendations.
- Risk appetite report– noting how the changes envisaged are progressing and the ongoing work. This would be presented to the Board for discussion in due course.
- Disclosure work (deep dive area) – which highlighted the work being undertaken to ensure disclosure is fully embedded in investigations. There is still more to be done.
- ICT – continues to be a standing item. The Committee noted the progress made to date, focussing on matters such as the transformation agenda (which is now successfully delivered) and the transition with Sopra Steria Ltd (SSL), which remains in progress. The Committee felt assured that there is now a clear work programme in place (with related resource) to support the delivery of objectives.

The Deputy DG (S&CS) provided a brief update on the discussion with SSL and the steps taken to ensure competitive pricing during the transition period. He also noted the discussion with the Home Office on this matter in relation to legal advice and fund approval.

Agreed: to note the report.

7. ARAC COMMITTEE EFFECTIVENESS REPORT (PAPER REF IOPC 06/19/07)

The Committee Chair presented the report, which was considered and approved at the last ARAC meeting in June. The report provides a synopsis of the work done, looking at

effectiveness in areas such as leadership, structure, support, results, communication and processes among others.

Agreed to note that:

- a good review has been conducted and the Committee is satisfied with the report.
- the Committee will discuss and implement areas of action in the report.

8. HR & REMUNERATION COMMITTEE EFFECTIVENESS REPORT (PAPER REF IOPC 06/19/08)

The Committee Chair presented the report, considered and approved at the Committee's last meeting in May. The areas of effectiveness are similar to those listed above (under item 7). The Committee will look at areas of action at its next meeting.

Agreed: to note the report and the actions to be implemented.

9. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 06/19/09)

The Director (S&I) presented the reports. She noted that the documents comprise performance reports and the One Plan quarterly report (update). She informed as below.

- **Performance report** - The performance report highlights the red areas as well as areas of improvements (but remaining below the set targets). This includes:
 - **Referrals** – where decisions were made within 3 days of referrals = 70% (against 80% target) – the active caseload has been maintained despite the increase in the number of referral received.
 - **Investigations** – more cases are being closed than opened. The % of independent investigations completed within 12 months = 76% (against 80% target).
 - **Appeals** – The lower performance in May impacted on the year to date performance (61% against 65% target).

Work is ongoing aimed at improving the areas where performance has dipped.

- **The quarterly report update** – this comprise:
 - Executive summary, with information on communication and engagements.
 - Progress under each portfolio.

Going forward, there would be a single but holistic quarterly report (similar to the one presented) aimed at providing a comprehensive view of the implementation of the One Plan. The Director (S&I) presented the template and highlighted the variety of work done and those in in progress.

The meeting discussed as below.

- The importance of developing the appropriate measures and linking them with outcomes.
- The need to prioritise in order to add value and make real impact. This is particularly important in view of the resource challenges envisaged.

- The need to develop the culture to support the delivery of the objectives – it was noted that this is in progress.
- The need to develop a sustainable strategy with an emphasis on quality in order to ensure effectiveness. This does not aim to diminish the importance of timeliness.
- The importance of emphasising learning and distinguishing between lessons identified and lessons learnt.
- The importance of developing and reflecting Equality Impact Assessment (EIA) from the strategic level. The meeting was informed that this has been discussed at Management Board level.

Agreed: To note the report.

10. RESOURCES REPORT- (PAPER REF IOPC 06/19/10)

The Deputy DG (S&CS) presented the report. He highlighted as below.

- Overspend on core business = £1.28m.
- Underspend on Hillsborough = £0.27m.
- Total cash budget overspend = 1.4% - this is measured against the original budget which takes account of the £1.3m for pension costs. Discussions have been held with the Home Office on the allocation of pension costs to reduce pressure on core spend.
- Capital forecasts – Awaiting allocation for Q2. Some commitments have been made to ICT. Increased allocation will be considered at the CPFPG meeting planned for July.
- Core business cash expenditure – underspend = £0.27m. Overspend envisaged for the full year = £1.28m.
- Increased pension cost on core = £1.8m. Efficiency savings are envisaged.
- Core business (non-cash) – underspend = £0.27m – this is attributed to significant re-profiling of assets to reflect lease extensions at Birmingham, Cardiff and Wakefield offices. This was actioned last year. Further review and re- profiling of ICT assets is anticipated this year.
- Hillsborough cash expenditure overspend = £0.08m. This relates to an increased cost on ICT, estates and expert witness fees amongst others. The contingency of £4m has been removed due to the push back of the trial date which impact on staff.
- Hillsborough non-cash expenditure – underspend = £0.03.
- Capital – underspend (YTD) = £0.2m (due to delay on installation of Cisco firewall and getting new printers).

Agreed: To note the report.

11. ORAL UPDATE FROM THE DG

The Chair has continued to attend meetings and other events to engage (with a variety of police and non-police stakeholders) and promote the work of the IOPC highlighting areas such as learning and timeliness amongst others. In this context he noted recent work as detailed below.

- He attended bravery award at the City of London.
- He attended the Ministerial board meeting on Death in Custody – where he raised the issue of providing legal aid for inquests – this is imperative in providing genuine support to families who are vulnerable.

- He attended the Federation Conduct Leads conference.
- He attended the Grenfell 2nd anniversary.
- There was positive feedback from his visit to Leicester and Lancashire police forces.
- He will be spending tomorrow observing the work of the Merseyside Police Force.
- He will also be appearing (in the near future) before the Home Affairs Select Committee (alongside the College of Policing and the HMICFRS).

The Deputy DG (Ops) updated on the following areas:

- Operational risk/digital and forensics – a working group is being established to look into the matter.
- Recent challenging cases.
- Hillsborough – a decision has been made that David Duckenfield (the match commander during the Hillsborough disaster) will face retrial. This has been widely reported and is welcomed by the victims' families.

The General Counsel also provided further details on some cases.

Agreed:

- To note the report.
- To receive a presentation from Legal Services on the police complaints statutory scheme to assist members' understanding on the matters discussed.

Action: General Counsel

12. ANNUAL REPORT AND ACCOUNTS (PAPER REF IOPC 06/19/12)

The Director (S&I) noted that this is now at the final stage. The document was presented to ARAC at its 12 June meeting and circulated for final feedback. Final comments are now awaited from External Auditors, before sign off by the Chair. The document should reach the Home Office by the end of the week. It is envisaged that the document would be laid in Parliament before summer recess. The meeting noted that annual reports can now only be laid on a Thursday.

Agreed: To note and approve the report.

13. IMPACT REPORT (PAPER REF IOPC 06/19/13)

The Policy and Engagement Manager presented the report. The aim was to provide an update on the production of the IOPC's impact report, which details the impact the work of the organisation has made over the last year and the next steps. The presenter recalled the preliminary discussion at the April Board meeting. The discussion informed the draft report circulated to members on 7 June for feedback. The feedback received informed the reviewed document before the meeting.

The meeting discussed as below.

- To acknowledge that this is a generally good report which serves as a useful tool in assessing and understanding the work of the IOPC among others. The link to learning is also important. Further, learning should not only be considered from the standpoint of external stakeholders but also from internal colleagues' perspective. The response was that work is in progress to develop communications (such as staff magazine) to address the internal aspect.
- To recommend that the report also reflect areas of work relating to Major Investigations and the work on Hillsborough.
- To note that this is a first report covering 15 months starting from the inauguration of the IOPC in January 2018 to March 2019 (end of F/Y). However, going forward, the report should be produced annually (covering 12 months).

Agreed:

- To note the report.
- To receive a report on the action taken in response to the UB comments.
- That the final report would be published in July and presented along with the Annual Report and Accounts.

Action: Director (S&I)

14. COMMUNICATION STRATEGY (PAPER REF IOPC 06/19/14)

The Director (S&I) presented the report. The aim was to present a revised communication strategy. She recalled that the document had already been considered by the Unitary Board at its March meeting. However, a new Head of Communications had just assumed office and had made improvements to align the document with the One Plan and the Stakeholder Engagement Strategy (under item 15). There is now more clarity on the objectives and the strategy is felt to be improved with the changes.

The meeting considered the document and discussed as below.

- The need to reconsider some terminology in the document to avoid bias. Alternative wording such as the IOPC 'works closely with the police' may be considered. (e.g. page 11 and 15).
- The need to prioritise areas of work and focus on those areas in order to make impact. It is important to understand that the organisation cannot do everything.
- The need to exercise caution about the use of A4 social media.
- The need to understand the IOPC work with other organisations besides the police and to better reflect this collaborations.
- Reflecting on EIA.

Agreed: To note and approve the document.

15. STAKEHOLDER ENGAGEMENT STRATEGY (PAPER REF IOPC 06/19/15)

The Senior Stakeholder Engagement Manager presented the report and document. The aim was to present the document (and associated implementation plan) for comment and

approval. The document has been updated to reflect organisational structure and align with the One Plan as well as the Communication Strategy among others. It sets out how effective stakeholder engagement will contribute to the delivery of the strategic priorities with particular focus on Priority 3 i.e. to improve public confidence in police accountability. The presenter drew attention to the variety of activities planned and the indicators for measuring success.

The meeting discussed as below.

- To welcome the approach of tailoring stakeholder strategy to each IOPC region. There is no doubt that this would make a significant difference in improving confidence.
- The need to identify focus areas to ensure impact (as previously noted).
- To note the need for identifying socio-economic issues to reflect inclusiveness and focussing on the statutory protected characteristics. This reiterates the importance of attaching an EIA. Also the importance of considering where the focus areas should be.
- To commend stakeholders' views but be conscious that the organisation serves the public as a whole.
- To welcome the suggestion to establish an independent panel to increase transparency in decision-making but ensure that this is properly managed and monitored.

Agreed:

- To commend the work done and note the document.
- To receive a report on the action taken in response to the comments made.

Action: Director (S&I)

16. HEALTH AND SAFETY AUDIT REPORT (PAPER REF IOPC 06/19/16)

The meeting noted that the report was considered and extensively discussed by the HR & Remuneration Committee and provided feedback at its May meeting. The ARAC also considered the reviewed report at its last meeting on 12 June. It was recommended that the report be approved.

Agreed: to note and approve the report.

17. PUBLIC PERCEPTION TRACKER (PAPER REF IOPC 06/19/17)

The representative of Populus presented the report. The aim was to brief on the outcome of a survey (covering 2018/19) commissioned by the IOPC to assess the level of public confidence in the police complaints system and in the IOPC as an independent body to which the public can make complaints about the police. Core questions were developed in each wave around awareness of IOPC (and previously the IPCC); perception of impartiality; likelihood of complaining; views about how the police deal with complaints etc.

The outcome concluded that there is clear public support for the work of the IOPC and many people would be happy to use its service. There is also support for its approach of

focussing on development and improvement by prioritising learning. This has helped to inform the IOPC's strategies and priorities. More in-depth work are envisaged in target areas such as communications and stakeholder engagements

The meeting discussed as below.

- To welcome the report, which represents good value.
- The need to be able to distinguish the IOPC from the police. The survey gives a general overview of public confidence in policing (and the complaints system) rather than specific IOPC work. It might be necessary to explore specific areas relating to IOPC work in the future.
- The risk of the breakdown areas (of the survey) masking other issues. The response was that there are plans to look at socio-economic groups/issues in the future.
- The need to be clear about what the survey seeks to achieve. The meeting was informed that the PPT data provides evidence to support the organisation's policy, engagement and communications work. It also provides a general understanding of public insight to policing and the complaints system. The data provides a measure against the strategic objective of increasing public confidence in the police complaints system. This PPT results will be used as a starting point to discuss how to develop the data collection further in 2019/20. In general, the outcome helps to listen to (and understand) public opinion about the organisation and develop the necessary response.
- The need to consider other methodologies when looking at matters relating to behaviours and confidence. This is because some of these matters are likely to fall within engagement matters (rather than surveys). This does not diminish the importance of statistical evidence provided by the surveys but in some cases surveys might serve merely as a starting point in raising and identifying issues. Other methodologies (such as engagement) can then be used to take the matter further and explore them in-depth in order to deliver qualitative work.
- The need for clarity to avoid the potential for unconscious bias (deriving from pages 20-21) that certain groups would like to see the police punished. There is a risk of misinterpretation in this area.
- To note that work is also ongoing on giving a qualitative focus to the survey to provide more clarity and improve understanding of how the public make judgements which impact on confidence in the organisation.
- The Chair concluded that there are many issues raised which reinforces views on what needs to be done, issues to be addressed at the granular level and the importance of strong engagement with stakeholders to ensure effective delivery of the objectives.

Agreed:

- To note the report.
- That the ongoing qualitative work would be shared with the Board in due course.

18. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/19/18)

The Board considered the report presented by the Governance Secretary.

Agreed: to note the report.

19. FORWARD PLAN (PAPER REF IOPC 06/19/19)

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.

20. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 06/19/20)

The Board considered the document on future meeting dates. It also considered venues. It noted that when meetings are scheduled in the regions, there should be opportunity for the Board to incorporate other activities, and spend more time in the regions. Further discussions would be held on holding meetings in the regions.

Agreed:

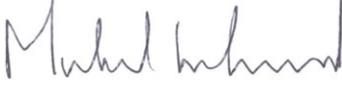
- To note the document.
- That NEDs would have further discussion on venue and reach a consensus. The outcome would be presented to executives for discussion at a future Board meeting.
- That in the meantime, all meetings would be scheduled for London. **(ACTION)**

Action: Governance Secretary/Head of Private Office

21. ANY OTHER BUSINESS

There was no other business.

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

NAME	Michael Lockwood
SIGNATURE	
DATE	24 July 2019

Schedule of Actions

Agenda Item	Responsibility
5	Head of Private Office Group/Head of Finance
11	General Counsel
13	Director (S&I)
15	Director (S&I)/Manjeet Gill
20	Governance Secretary/Head of Private Office Group

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2019/20

Time: 10.30am

Date	Venue (tbc)
Wednesday 24 th July 2019	London
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	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
Wednesday 9 th October 2019	London
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 17 th July 2019	London (Canary Wharf)
Friday 27 th September 2019 (11:00)	“
Thursday 7 th November 2019	Birmingham
Wednesday 12 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	“