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Board Meeting

Date & Time: Monday 9th December 2019 at 14:00hrs

Venue: Canary Wharf (Rm 1.02)

Present:

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

In Attendance:

Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Catrin Evans	Director of Wales
Sal Naseem	Regional Director for London

The meeting was preceded by half day training on:

- Data Protection
- IOPC jurisdiction and operational work

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 14.00 hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

2. APOLOGIES

Apologies received from:

- Jonathan Green - Interim Deputy Director General (Operations)
- Lianne Corris – Head of Private Office Group

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 20th NOVEMBER 2019 (PAPER REF IOPC 12/19/04)

The Board considered the minutes of the last meeting held on Wednesday 20th November 2019.

Amendments:

- **Item 7** – To present Gender Recognition Policy to January Board meeting. **(ACTION)**
- **Page 13** – The July 2020 meeting of the HR & Remuneration Committee would be held in Croydon. **(ACTION)**

Agreed: To approve the minutes as a correct record (subject to the above amendments). The Chair signed the document for publishing in line with the Standing Orders.

5. MATTERS ARISING FROM THE LAST BOARD MEETING (PAPER REF IOPC 12/19/05)

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

- **Action:** ARAC Chair to circulate the presentations from the GIAA conference recently attended. Complete. The slides were circulated by email on 20/11/2019.
- **Action:** Director (S&I) to present the QA Framework to the Board in due course. It was noted that this will be presented to the January 2020 meeting.
- **Action:** Director (S&I) to provide an update on performance framework to the Board in due course. It was noted that this will be presented to the January 2020 meeting.

- **Action:** Members to review board evaluation document and provide feedback by 27 November 2019. Complete.

Agreed: To note the report.

6. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD THURSDAY 7th NOVEMBER 2019 (PAPER REF IOPC 12/19/06)

The Board noted that the HR & Remuneration Committee met in Birmingham on Thursday 7th November 2019. The Committee Chair provided an oral briefing at the last Board meeting in November. The minutes of the Committee meeting have been circulated and are also presented to this meeting.

Agreed: To note the report.

7. UPDATE FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (ORAL)

The Committee Chair noted as below.

- As noted previously, documents from the recent GIAA conference attended have been circulated.
- A new GIAA lead would be attending the ARAC meetings from January 2020. The new lead would be visiting the IOPC before January.

Agreed: To note the report.

8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (ORAL)

The Director, Strategy & Impact presented the report. She highlighted the current position and noted that the KPI on timeliness of investigations = 75% (YTD) (against 80% target). It was noted that nine of the very old cases have been closed this month. These were cases inherited from the previous organisation. There was discussion about the likely number of investigations that will be opened this financial year. Numbers opened have started to increase further as a result of the mental health thematic area going live. It was noted that local investigation appeals are at 59% (amber). Work is ongoing to consider how to get closer to the target in this area.

Agreed:

- To note the report.
- That further discussion is necessary in this area including management of cases necessitating longer term investigation and the subsequent impact on performance and meeting targets.

9. QUALITY ASSURANCE (ORAL)

The Director (S&I) presented the report. The aim was to update the meeting on the work in progress towards further improving quality assurance (QA). She informed that extensive consultation had been held with colleagues across the business and feedback

had been received in a variety of areas aimed at making further improvements. These have been developed into themes and would be shared with the Board in due course. Some of these areas include those below.

- Visibility and management of risks.
- Adopting a multidisciplinary approach.
- Resources/expertise allocation across the business to the right cases.
- Supervision and clarity about what this means in different parts of the business.
- The culture of accountability, QA approach/process.
- Training, skills and tools colleagues need to do their jobs.
- Whether the current investigative processes are sufficient to support the work given that there has been a shift to a new organisation doing a broader range of work.
- Planning and what it looks like, critical incident management, embedding learning, how to escalate matters etc. All these would be mapped into our work.

The Board discussed as below.

- To commend Management Board for identifying the challenges of moving from the previous organisation to the new organisation. Also, improving understanding that addressing the challenges is a two-way responsibility. This means that managers must encourage members of their team and develop their understanding of the challenges so that colleagues see themselves as part of the resolution.
- To note that addressing the challenges goes beyond training. It also involves addressing the processes, empowering teams and understanding what this means in practice.
- To consider the role of NEDs and how they could be involved in strengthening the process and scrutiny.
- To consider the role of any Quality Committee.
- To consider the role of the Board as the ultimate corporate governance structure and ensure there is balance in oversight, noting that the Board has no role in casework.

Agreed:

- To note the report.
- To receive an update through presentation of the QA Framework at the January 2020 Board Meeting.

The Director for Wales recalled the discussion at the last meeting where it was agreed that she would engage with the Operations Management Board (OMB) and report back to the Board. The meeting was held on 4th December 2019. She highlighted below some of the steps being taken to further improve operational performance.

- A number of performance tools and management practices are in place across the regions/Wales.
- Case progression is managed/supervised by the Operational Team Leader (OTL). Work is ongoing to clarify standards and expectations so as to ensure consistency in data analysis and performance measures understood by all regions.
- Setting and reviewing target date – review of timeliness is in progress to ensure the criteria is clearer, robust and fit for purpose. Updated guidance would be available in the New Year.
- Deployment of resources – a flexible approach is being adopted to align resources such as secondment to teams, increased thematic work etc.

- Investigation challenges – some of these are external and beyond IOPC’s control. The OMB also agreed certain common principles to apply across the board such as responsibility of directors and escalation of matters etc.
- Addressing performance management – these include learning lessons and sharing good practice. Also escalating cases to senior line managers and the Critical Case Panel (CCP).
- Investigations – Actions taken include closer cross-team collaboration, holding future design workshop to identify areas for quick wins etc.

The Board discussed as below.

- To commend the practical and logical steps being taken and enquire about the capacity available for successful delivery. The meeting was assured about the flexible approach adopted to ensure sufficient capacity and effectiveness.
- To note that some of the actions are already in progress and Directors are responsible for ensuring coordination and consistency across the board. It was noted that a lot of the data already exists but caution is needed on how that information is used in different forums and to manage performance. Some of the information is also already available in manuals and it is a matter of reviewing and allocating it to different colleagues and ensuring orderliness (and avoiding fragmentation). This is to ensure that an intelligence-led approach is adopted in achieving targets.
- The need to ensure that junior colleagues are involved and adopt a ‘down/top’ approach in achieving targets. This would ensure there is no room for ‘optionalism’ where people do their own thing rather than aim for consistency.
- The importance of ensuring there is a ‘human dimension’ such as communication to clarify and develop understanding so that colleagues know that the aim is to help improve effectiveness and efficiency in their roles.
- The need to know and be clear about which cases (across the regions) could be closed within the 80% targets.

Agreed: To note the report.

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

The Head of Finance presented the financial results to the end of November and on other resource matters. He highlighted the key matters below.

- **Core business cash expenditure** = £2.78m (YTD) underspend. Full year = £0.78m underspend.
- **Core business non-cash** = £1.15m (YTD) underspend. Full year = £1.59m underspend – due to re-lifeing of property-related assets to reflect lease extensions that were actioned last year. Further re-lifeing was undertaken in October. This considered re-lifeing of ICT systems going out of support and lease extensions at Wakefield and Croydon. The related risk assessment will be reported in greater detail to the next ARAC meeting.
- **Hillsborough cash expenditure.** = £0.12m (YTD) underspend. Full year = £0.39m underspend. This reflects the re-profiling of staff resources required to support re-scheduled trials.
- **Hillsborough non-cash expenditure** = £0.13m (YTD) underspend. Full year = £0.30m underspend. The budget for this year was reduced by £0.5m from last year.

However re-lifeing of the Warrington office after the budget was set has resulted in a forecast under spend of £0.3m.

- **Capital** = £0.27m (YTD) underspend due to third party delays on installation of ICT. Full year forecasts = £2.05m. This reflects the committed costs, essential ICT and refurbishment to both Cardiff and Wakefield offices.

Agreed: To note the report.

11. ORAL UPDATE FROM THE DG

The Chair updated the Board on recent engagement/priorities as below.

- **Office Visits** – to Sale and Warrington.
- **Operation Midland** – some positive feedback has been received in relation to the learning recommendations.
- **Home Affairs Select Committee (HASC) Review of the Police Complaints System** – the initial appearance before HASC was cancelled but preparations are in progress for a possible IOPC appearance after the general election.
- **Hillsborough** – the outcome of the recent Duckenfield trial was noted. The work in progress towards the 2020 trials was also noted. Discussions have been held with the Chair of the NPCC and others about learning lessons and providing assurance about real change. A joint report would be issued in due course.
- **Police Federation Centenary Event** – the Chair attended this event and received some positive feedback.
- **Operation Lansdowne** – this remains active and in progress.
- **Staff Survey** – there was an excellent response rate on the recent staff survey and very positive feedback has been received. All aspects of the survey have improved (above Civil Service average) with some now on the high performing category. The overall improvement is significant and is a true indication of the change brought by the IOPC. Only one area (L&D) stayed the same as last year. The report will be circulated in due course. The Board welcomed and commended the outcome of the survey. Members look forward to receiving the full report.

Agreed: to note the report.

12. BUSINESS PLANNING (PAPER REF IOPC 12/19/13)

The Director S&I presented the report. Recalling the discussion at a previous Board meeting in this area, she informed that the aim was to provide an update on the work being undertaken to develop the business plan for 2020/21 and consider the format of the plan. Also, the related draft budget and the Performance (outcomes) Framework 2020/21.

She highlighted as below.

- **The Business Plan** – the plan had previously been informed by annual forecasts but to ensure efficiency and effectiveness, a different approach is being adopted this year with the introduction of two-year financial forecasts and the development of an Efficiency Plan. She noted the work undertaken with budget holders that had resulted in the Efficiency Plan. She informed that the Future Design project in the One Plan has now been launched and the potential savings have been identified. As regards

the format of the document, two options were presented and Option 2 was recommended. This would include details such as project summaries and the related impact envisaged. The Business Plan is likely to be published early in the new F/Y. The meeting adopted the recommendation. The document would be presented to the January Board meeting. **(ACTION)**

- **Draft Budget** – this is in progress and consultation is ongoing with budget holders including management of risks within the draft budget. Update will be provided to the January Board meeting **(ACTION)**. It is envisaged that the final draft budget would be submitted to the HO for approval by mid-February.
- **Performance (Outcomes) Framework** – this comprises a suite of measures used to track achievement of IOPC's strategic priorities. The Framework was reviewed in 19/20 (F/Y). Further review is being conducted to assess performance against the measures and reflect additional measures for 2020/21. A draft document will be circulated for feedback later in December and the outcome presented to the January/February Board meeting for consideration and approval **(ACTION)**.

Agreed: To note the report.

Action: Director, S&I

13. SOCIAL MEDIA POLICY (PAPER REF IOPC 12/19/14)

The Director S&I presented the report. She recalled the deliberations of the Board at a previous meeting in relation to the Code of Conduct which touched on social media. An audit is ongoing and the aim of this paper was to update the Board on the work being undertaken to improve social media governance and reduce risks to management of the organisation's social media assets. The social media policy is also presented for approval.

The Board noted and acknowledged the importance of social media as a powerful tool of communication with a target audience and customer base. It also noted the associated (and constantly changing) risks such as anonymity and lack of accountability when sharing information. In view of this, it is imperative to adopt a more consistent approach to content management to ensure that risks are mitigated to enable a robust management of the organisation's social media. The following documents were presented for noting, approval and implementation.

- Draft Social Media Policy
- Draft Social Media Terms of Use for Followers
- Draft IOPC Staff Social Media Advice
- Social Media Governance Framework

The Board commended the documents for their clarity and approved the Policy. It discussed areas such as operational matters and Equalities Impact Assessment (EIA). It noted other ongoing work aimed at developing associated processes and guidelines. It also noted that the GIAA audit of IOPC social media is being conducted between Dec 2019/Jan 2020 and the outcome would be presented to the Board via the ARAC.

Agreed: To note the report and approve the policy.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 12/19/15)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

15. FORWARD PLAN (PAPER REF IOPC 12/19/16)

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 12/19/17)

The Board considered the document on future meeting dates/venue and agreed the amendment below.

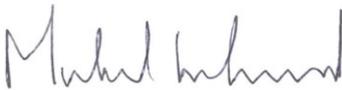
- HR & Remuneration Committee – 15th July meeting would be held in Croydon.

Action: Governance Secretary

17. ANY OTHER BUSINESS

There was no other business

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

NAME	Michael Lockwood
SIGNATURE	
DATE	29 th January 2020

Schedule of Actions

Agenda Item	Responsibility
4	Director, People
12 and 13	Director (S&I)

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2019/20

Time: 10.30am

Date	Venue (tbc)
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 22 nd January 2020	London (Canary Wharf)

F/Y 2020/21

Date	Venue
Wednesday 22 nd April 2020	London (Canary Wharf)
Wednesday 10 th June 2020	“
Wednesday 14 th October 2020 ¹	“
Wednesday 20 th January 2021 ²	“

¹ Preceded by informal meeting (at 10.00) with Executives only.

² 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
Wednesday 12 th February 2020	Warrington

F/Y 2020/21

Date	Venue
Tuesday 5 th May 2020	London (Canary Wharf)
Wednesday 15 th July 2020	Croydon
Thursday 5 th November 2020	“
Thursday 11 th February 2021	“