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Board Meeting

Date & Time: Wednesday 29th July 2020 at 10:30hrs

Venue: Virtual Meeting

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 Jervis	Non-Executive Director
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Kathie Cashell	Director, Strategy & Impact

In Attendance:

Mike Benson	Head of Finance
Liz Booth	Director, People (Item 13)
Lianne Corris	Head of Private Office Group
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Sarah Green	Regional Director (South East)
Lindsay Harvey	Business Planning and Projects Manager (Item 10)
Karen Jamieson	Risk and Audit Manager (Item 12)
David Lee	Policy & Engagement Officer (Item 11)
Rachael Toon	Research Manager (Item 13)
Beth Williams	Policy & Engagement Manager (Item 11)
Will Clothier	Populus (Item 13)
Sonia Abrahams	Populus (Item 13)
Cecilia Sandell	Populus (Item 13)

1. WELCOME AND INTRODUCTIONS

The Board meeting commenced at 10.30hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

2. APOLOGIES

The meeting received apologies from Amanda Rowe.

3. DECLARATION OF INTERESTS

Members were invited to declare any interest in the items on the agenda. There were no declarations of interests.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 24TH JUNE 2020 (PAPER REF IOPC 07/20/04)

The Board considered the minutes of the last meeting held on Wednesday 24th June 2020.

Agreed:

- To approve the minutes as a correct record and publish in line with the Standing Orders.
- To note that the Annual Report and Accounts (ARA) was signed off in Parliament and commend the team for the good work done and timely submission of the document.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 07/20/05)

The Board considered the matters arising from its last meeting in June 2020.

Actions

- To identify a date for Board Away Day. Complete. Wednesday 21st October 2020 has been identified.
- To identify a date in October for Board discussion on public confidence. Complete. This would be part of the agenda for the Board Away Day (noted above).
- To present proposed meeting dates for 2021-22. In progress.

Agreed: To note.

6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING HELD WEDNESDAY 10TH JUNE 2020 (PAPER REF IOPC 07/20/06)

The Board recalled the oral report provided by the Committee Chair at its June meeting. The minutes of the meeting had since been circulated to members. The Board noted and commended the timely completion of the ARA for sign off and laying in Parliament. It briefly discussed and sought clarification on page 3 of the minutes regarding the publication of outcomes data on sanctions imposed on police officers. The Director S&I explained that although the IOPC has responsibility for the police complaints system, it

does not have jurisdiction on all aspects of the discipline system. In this context, it is only able to publish its own data but discussion is ongoing with the Home Office about the wider system outcomes with a view to publishing a more comprehensive data set in the future.

Agreed: To note the report.

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 07/20/07)

The Director S&I, briefed the Board on performance matters to the end of June. She was supported by the Regional Director (SE). The Director S&I explained as follows:

- As noted over the last three months, a lot of the indicators are lag in nature meaning that a true picture of timeliness cannot be identified until the end of the year. This would be remedied under the new Case Management System (CMS).
- Timeliness – there is good performance currently. Referrals have increased significantly (highest monthly number received since 2012). This is impacted by issues such as confidence.
- Independent investigations – more are being started (136 so far this year). This means closure of cases are slightly down. This does not impact on caseload which has been increasing slightly but the age profile of cases is being closely monitored.
- National Tasking approach is being adopted which enables the ability to decide the number of cases being taken on. Discussions have been held around volume and the nature of work to be taken on in the second half of the year.
- Reviews are amber – this is the new work being done to replace appeals. Covid-19 had some impact on training and this has therefore impacted on performance in this area. A performance forecast is being conducted for the rest of the year.

The Director (SE) noted as follows:

- There are challenges in the volume of referrals coming in (450 in June). This is likely to continue in the foreseeable future. There has been a significant increase in complaints received around discrimination, public order, sexual assault and harassment, stop and search and use of force (linked to disproportionality). If the volume of work continues, this is likely to put pressure on the Ops team with resulting impact on performance, Future Design and other elements of the One Plan. Before this becomes a reality, it is necessary to anticipate the options available for managing the work.
- National tasking data – this is where all Regional Directors (RDs) and National Ops meet to consider referrals data, capacity (including factors which may reduce capacity such as carer's plans) etc. Such regional (and across the board) assessment enables redistribution of work accordingly. Proposals around volume of incoming work would be presented for consideration by Management Board in due course.
- Lastly the Critical Case Panel (CCP) has continued to function effectively, monitoring capacity and quality etc. This has proved helpful in many ways such as bringing Management Board's attention to areas of risk and refocussing resources to mitigate risks. There are also plans to establish a strategic delivery board to coordinate work across the business and ensure better management of priorities in the delivery of work such as stakeholder engagement.

The Board discussed and sought clarifications as below.

- To commend the approach being adopted to be more agile and coordinated in order to address the significant change in circumstances.
- To commend the media work done (to raise awareness) which impacts on confidence in (and improving accessibility to) the complaints system.
- To note the continuing challenges in increasing confidence within certain groups and enquire what could be done differently (operationally and cross-functionally) to help increase confidence.
- To note similar work done in the past aimed at increasing confidence within groups and the need to learn lessons from this in order to ensure meaningful impact/result.
- The need to also understand the 'customer management process' aspect in order to address 'confidence' from a customer service perspective. This would be part of the discussion on the Board away day.
- To emphasise that the work in this area cannot be done in isolation - collaboration and coordination with stakeholders is key to effecting change and ensuring successful delivery.
- To note the issue relating to performance and the impact on reputation. For example, the difficulty in reconciling the increase in referrals with the proposal to review the volume of work and the re-directing of resources (away from core business) to Future Design.
- To consider the proposed strategic board and recommend reviewing and reducing the governance structure under the One Plan to ensure efficient use of resources.
- The need to determine priorities in the desired areas of work. This also raises the issue of resources and where they are directed such as the Future Design aimed at addressing the current way of working for future efficiency and effectiveness. The Board drew comparison from a complainant's perspective and noted the risk of balancing customer satisfaction with corporate objectives and reputation. It agreed to have further discussion and clarity on this complex area at the Board Away Day.
(ACTION)
- To recommend that the difficult Ops decision around capacity be made as soon as possible. Also, to acknowledge the importance of the Future Design work but note that this does not absolve the responsibility to deliver on performance targets for the current year end. In view of this, the Board recommended a review of the staff deployment to Future Design work to ensure successful delivery on performance for the year.

Agreed:

- To note the report.
- To note the areas for further discussion at the Board Away Day.

ACTION: HEAD OF PRIVATE OFFICE

8. RESOURCES (PAPER REF IOPC 07/20/08)

The Head of Finance highlighted the key issues for the Board.

- There is currently an overspend on core business and we are forecasting an overspend of £600K. Relevant savings can be made without budget cuts.
- There is a forecast underspend on Hillsborough (£0.04m).
- An update was provided on the likely Comprehensive Spending Review (CSR) process.

- In the Annex J area, there is £2.2m of pledges at risk (where savings will not be achieved in full). Only £1.8m of efficiency will be achieved. There will be a shortfall of about £400K. Therefore, only about 80% will be achieved. It is important to consider what this means for the coming financial year.
- Capital – given the underspend here, work has begun on a partial refresh of the fleet.

The Board discussed the history of underspend in order to understand the position on the delivery of the savings. It also sought clarification on the position in terms of the trajectory of achievement in efficiency savings. It was explained that Annex J shows there is £2.2m of pledges where the savings will not be achieved in full. In reality, about 80% of those savings will be achieved.

The Board recommended that the report be reformatted (going forward) to show granularity on savings to be achieved and enable better monitoring of the trajectory. It also recommended more assurance on the process (looking at feasibility and deliverability etc) and develop a 'gateway process' to ensure effectiveness of the process in delivering the objectives.

Agreed: To note the report.

9. ORAL UPDATE FROM THE DG

The DG reported on his activities as follows:

- Internal Meetings:
 - He had attended the recent strategic efficiency planning session to consider matters relating to FY 2021 and beyond. The session looked at issues such as making reductions (whether over each year or three years), capacity and changing the mode of working, doing due diligence, translating ideas into actions etc. The Board would be updated in due course.
 - The Employers Network for Equality and Inclusion (ENEI) report has been received and would be presented through the HR & Remuneration Committee. Significant changes on diversity and inclusion are envisaged in the year.
 - He had attended the Corporate Leadership Network (CLN) meeting where members shared some of the achievements and challenges ahead among others.
 - He attended the meeting relating with Sopra Steria Ltd (SSL) in relation to the ongoing disaggregation work.
 - Monthly office calls have been continuing for staff with positive feedback received.
- He updated on the position of the decision-maker for Hillsborough, an important role impacting on confidence and reputation.
- Externally, he had attended a meeting of the National Policing Board, chaired by the Home Secretary. He also updated that the Home Secretary has responded to the submission made previously. A copy of the response (with many positive comments commending performance, work on Covid-19 etc.) would be circulated to the Board. Another meeting is being held with the Home Secretary in the near future.
- Other work – in view of the BLM protests, there is increased focus on disproportionality in areas such as stop and search and use of Taser. The IOPC is undertaking some work (in collaboration with others) in this area. The media reports initially misunderstood the nature of work being undertaken but steps have been taken to remedy this.

The Deputy DG (S&CS) gave a brief update on Covid-19 work including the ongoing staff communication through fortnightly briefing for line managers and monthly calls undertaken on a regional basis. These have been well received as reflected in the recent staff pulse survey. In general, staff feel supported by management and content with decision-making and how matters are being handled by senior leaders. They continue to work remotely but are anxious about physically returning to the office. The necessary support for remote working is ongoing alongside work on accessing the offices which are now converted to 'Covid secure' spaces enabling 20%-30% staff capacity. Staff access will be granted on a need basis (including welfare reasons) and will require prior approval (with relevant risk assessment conducted). The new arrangement would be effective from next week, enabling a move to the 'new normal'. A written update would be presented to the September meeting. **(ACTION)**

Agreed: To note the report.

ACTION: DEPUTY DG (S&CS)

10. ONE PLAN QUARTERLY UPDATE (PAPER REF IOPC 07/20/10)

The Director S&I presented the report. She was supported by the Business Planning and Projects Manager. The aim was to update on the activities delivered during Q1 (April-June 2020) in order to achieve the strategic priorities in the One Plan. Also, to inform on the SRO responsible for the CMS project and related matters on decision-making. The Director noted that some of the matters in the report have already been raised and discussed under agenda item 7, such as the governance structure, managing capacity, prioritisation of work (including cross-cutting areas).

The high-level governance under the One Plan is being reviewed with a view to increasing the programme management aspect capacity and dependency as well as prioritisation. The strategic board noted earlier is intended to be a sub-set of management board aimed at building more efficiency into decision-making, thus making the portfolio board somewhat redundant. Also, the work of the Future Design group has so far been primarily driven by volunteers from Ops. This needed to be addressed and in response, roles have been created in relation to the FD and CMS work to ensure more certainty. The role of the design groups and working groups would be reviewed to determine the necessity of these groups going forward.

The Business Planning and Projects Manager noted the impact of Covid-19 on the portfolios. Three are amber and one is red. Work is ongoing on re-planning around the pandemic and the impact going forward. For example, the full Future Design business case proposal for Management Board has been moved from August to December. Also, on ICT disaggregation there have been restrictions around sites which has delayed pieces of work. This is being closely monitored but no impact is envisaged on exit time. She drew attention to the deliveries under Q1 and highlighted the following:

- The learning strategy was published (externally).
- The new quality assurance (QA) process was launched across Ops (this includes investigation minimum standards aimed at improving the quality of work etc.).

- 20 new Youth Panel members have been recruited. The Youth Panel have helped to produce/publish a leaflet and develop a webpage on children's rights during the pandemic and a young person's guide to the complaints system. These have been published and should hopefully improve confidence in the complaints system.
- Race discrimination thematic work has been announced and should commence in September.
- The Business Plan was signed off and published (internally and externally) helping to raise the profile on the work intended during the current FY.

Risks - She noted some emerging issues, some of these have been discussed. Some dependency work was carried out across the One Plan. There is now clarity on areas where dependencies would be needed and (some assumption on) when this would be. An example is ICT work, priority and the capacity to deliver the work.

Governance - She briefed on some of the changes/review around governance and clarity on interconnected areas. For example, Future Design is now connected to the Case Management System (CMS) and the Head of ICT is the SRO for this. Also, to make the best use of data and knowledge, this has been moved into Portfolio 4 and the Director S&I is the interim SRO.

The Board discussed and sought clarifications as below:

- To note all the good work done in spite of the pandemic.
- To enquire about how to ensure that priorities are aligned with savings given the pressure faced. It was explained that savings and efficiency is being addressed together under Portfolio 4. Also, the strategic delivery board looks across the One Plan to ensure decisions are being made with savings in mind.
- To note the quality assurance (QA) in place and enquire about frequency of QA review to ensure it is delivering on the objectives. It was informed that there are plans to establish a QA forum by September/October. Review would be part of its responsibility. Other works are also planned and an update would be provided to the September Board meeting. **(ACTION)**
- To note the discrimination training provided for 60 Ops staff and enquire whether this is specific to Ops only. It was explained that all staff undergo training on discrimination but in addition specific training is being provided to Ops staff in line with the organisation's own guidelines in this area. This is to ensure there is appropriate responsiveness to dealing with discrimination issues/allegations, so that investigators have a better understanding of the experience of the complainant.

Agreed: To note the report.

ACTION: DIRECTOR (S&I)

11. IMPACT REPORT (PAPER REF: IOPC 07/20/11)

The Director, S&I introduced the report. She was supported by the Policy & Engagement Officer and the Policy & Engagement Manager. A draft document was previously circulated to members for feedback. The feedback has informed the revised document presented to the Board for approval.

The Policy & Engagement Officer informed on the next steps such as designs, receiving the first proof, communications and engagement plans to support the launch of the report among others. He advised that further feedback is welcome up until the end of the week.

The Chair emphasised the importance of the report in capturing and measuring the work of the organisation and the difference it is making in increasing confidence in the complaints system.

Agreed: To note and approve the report and commend the progress made.

12. STRATEGIC RISK REGISTER (HALF YEARLY REPORT) (PAPER REF IOPC 07/20/12)

The Risk and Audit Manager presented the report in compliance with the requirement to present the risk register to the Board on a six-monthly basis. She noted that the register is presented to the quarterly ARAC meetings. It was presented to the last ARAC meeting in June. There is only one update since the June meeting, relating to the scoring of ICT. The Deputy DG (S&CS) explained the nature of the risk and impact on efficiency savings. He noted that since the report was written an agreement has been reached and the risk reduced. The reviewed risk/scoring and a new ICT strategy would be presented to the next ARAC meeting in October.

Agreed: To note the report.

13. PUBLIC PERCEPTION TRACKER (PAPER REF IOPC 07/20/13)

The representatives of Populus presented the report. The aim was to present a summary of the (2019/20) research report on public perception aimed at measuring public confidence in the police complaints system. The presenter explained the methodology adopted such as the qualitative deliberative research as well as the online quantitative survey conducted asking core and bespoke questions which provided an opportunity to better understand the perspectives and experiences of groups with low confidence in the complaints system. It looked at a variety of areas such as awareness/perception of the IOPC, experience and attitude towards the police, views about handling of complaints and police accountability. Some of the questions asked were relatively recent and informed by the recent Black Lives Matter (BLM) protests.

The Board noted the outcomes of the research and the recommendations made. It commended the work done and the opportunity provided to gather good data to inform the IOPC's work. It noted that the organisation is relatively new, and it might take a while to fully recognise and appreciate its work in increasing confidence in the complaints system. It emphasised the importance of adopting a holistic approach in addressing 'confidence'. It recommended looking at related areas such as accessibility, barriers and awareness. Awareness is key in raising confidence and there is a need to determine the mode of raising awareness targeted at specific groups.

Agreed:

- To note the report and thank the team for the work done.
- That the report will form part of the discussion at the Board Away Day.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/20/14)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

15. FORWARD PLAN (PAPER REF IOPC 07/20/15)

The Board considered the Plan presented. This is aimed at ensuring effective forward planning for Board meetings. It provides the opportunity for members to propose and discuss items for future meeting agendas.

The Chair explained the proposed structure for the Board Away Day in October. He noted 'confidence in the complaints system' as a key item on the agenda and invited members to submit thoughts and ideas (through the Private Office) to help shape the agenda. A draft paper (aimed at informing the agenda) would be circulated for feedback (and presented) to the September meeting. **(ACTION)**

Agreed: To note the document.

ACTION: HEAD OF PRIVATE OFFICE

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 07/20/16)

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

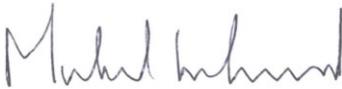
Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

17. ANY OTHER BUSINESS

There was no other business.

The Chair closed the meeting and thanked members, staff and Populus representatives for their attendance and participation. He wished all a good break until the next meeting in September.

NAME	Michael Lockwood
SIGNATURE	
DATE	23 rd September 2020

Schedule of Actions

Agenda Item	Responsibility
7 and 15	Head of Private Office
9	Deputy DG(S&CS)
10	Director S&I

Future Meeting Dates/Times/Venue (2020-21)

IOPC Board

Time: 10.30am

Date	Venue
Wednesday 23 rd September 2020 @2.00pm	Canary Wharf/Virtual
Wednesday 21 st October 2020	Wakefield/Virtual
Wednesday 25 th November 2020	Canary Wharf/Virtual
Friday 11 th December 2020	Canary Wharf/Virtual
Wednesday 27 th January 2021	Canary Wharf
Wednesday 24 th February 2021	Canary Wharf
Wednesday 24 th March 2021	Canary Wharf

ARAC - Time: 10.30am

Date	Venue
Wednesday 14 th October 2020 ¹	Canary Wharf/Virtual
Wednesday 20 th January 2021 ²	“

HR and Remuneration Committee

Time: 10:30am

Date	Status
Wednesday 30 th September 2020	London (Canary Wharf)/Virtual
Tuesday 24 th November 2020 (14:30-18:00)	London (Canary Wharf)
Thursday 11 th February 2021	Wakefield

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

²² Preceded by informal meeting (at 10.00) with IA and EA only.