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## Board Meeting

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**Date & Time:** Wednesday 25<sup>th</sup> March 2020 at 10:30hrs

**Venue:** Skype/phone

**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
Lianne Corris	Head of Private Office Group
Liz Booth	Director, People (Items 9 & 11)
Margaret Bruce	Governance Secretary
Richard Coombe	Head of ICT (Item 11)
David Emery	General Counsel
Lindsay Harvey	Business Planning and Projects Manager (Items 8 & 10)
Amanda Rowe	Lead Regional Director
Robin Smith	ICT Security and Information Assurance Manager (Item 11)

## **1. WELCOME AND INTRODUCTIONS**

The meeting commenced at 10.30hrs and was quorate. The Chair welcomed members and other attendees to the meeting. It was noted that in view of the COVID-19 circumstances, all meetings are being conducted via skype and other e-conference facilities until further notice.

## **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 interests.

## **4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 26<sup>TH</sup> FEBRUARY 2020 (PAPER REF IOPC 03/20/04)**

The Board considered the minutes of the last meeting held on Wednesday 26<sup>th</sup> February 2020.

**Agreed:** To approve the minutes as a correct record and publish in line with the Standing Orders.

## **5. MATTERS ARISING FROM THE LAST BOARD MEETING (PAPER REF IOPC 03/20/05)**

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

### **Actions**

- Chair to further consider the Board discussion on gender recognition policy approved at the last meeting. This is in progress.
- To present the updated Business Plan to the March meeting. This is addressed under item 10.

**Agreed:** To note the report.

## **6. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD WEDNESDAY 12<sup>TH</sup> FEBRUARY 2020 (IOPC 03/02/06)**

The Committee Chair noted that an oral briefing was provided at the last meeting. The minutes of the meeting have since been circulated. The next meeting would be held on Monday 27<sup>th</sup> April 2020.

There was no update from the ARAC Chair but the meeting noted that the Annual Report and Accounts (ARA) will be presented to the ARAC and Board meetings on 22<sup>nd</sup> and 29<sup>th</sup> April 2020 respectively.

**Agreed:** To note the reports.

## 7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 03/20/07)

The Director S&I presented the report (to the end of February 2020). She was supported by the Lead Regional Director. She briefly drew attention to continued good performance around timeliness in closing cases within 12 months. The same applies to casework (noted below) which aligns with the forecast. The legacy cases continue to be tracked to ensure completion as envisaged. She presented the following for consideration:

- **Referrals** – referrals completed within 3 days = 82%. YTD performance has remained consistent at 83%.
- **Investigations** – 54 investigations were started in February (YTD = 489). The completion rate in February was 48 investigations, which was slightly below the monthly forecast. With one month before the end of the F/Y, we have completed 632 independent investigations - 143 more than we started.
- **Timeliness for completing investigations within 12 months** - timeliness improved in February with 92% of investigations completed within 12 months. The YTD performance improved to 78% - this is in line with the forecast. 83% of investigations (excluding major investigations) have now been completed within 12 months. Of the 632 investigations completed so far this year, 565 commenced on or after 8 January 2018 (when IOPC began). 88% (495) of these were completed within 12 months. In February, the average time to complete investigations was just over 9 months (180 working days) - an improvement from January's 11 months (237 working days).

### Appeals of investigation and local resolution matters

- Appeals completed within 35 working days = 69%. This exceeded the forecast of 66% for the month. YTD = 62% (forecast was 59%). Staffing in casework has remained stable throughout February.
- Non-Recording and other appeals completed within 25 working days = 66% (vs a forecast of 60%) – YTD = 57% (vs the forecast of 56%). Significantly fewer appeals (in this area) were received in February (87 appeals) compared to January (106 appeals). This was anticipated given that the new legislation became effective in February. Looking forward the main focus will be on appeal closures. This may require staff deployment from referrals to appeals to ensure effective delivery.
- **Local DSI investigation reviews** – completion within 30 days of receiving the report = 77% (against 75% target, but below forecast of 80%). Quarterly performance = 52% (Q3) (forecast = 57%). Timeliness for completing DSI reviews from receipt of background papers was much higher = 89% for the month. YTD = 75%. This reflects the new internal performance measure on timeliness i.e. clock begins when all supporting documentation are received.

The Lead Regional Director noted that given the current (COVID-19) situation, performance may be impacted during March. Whilst all efforts will be made to respond to Article 2 matters given the current situation no new thematic investigations will be taken on. Monitoring of other work areas (including closure of legacy cases) will continue.

The meeting discussed as below:

- To note and commend the improvement in progress over the last few months.

- To be aware of the concern about the capacity challenge in Operations and the possible impact on performance e.g. recent staff events. It was explained that it is standard practice to incorporate such events in our capacity planning, but our Operations Management Board will look further into this.
- Going forward to look at opportunities to build more resilience into roles so that when colleagues are away, this does not impact on performance.

**Agreed:** To note the report.

## 8. RESOURCES (PAPER REF IOPC 03/20/08)

The Head of Finance presented our financial results to the end of February. He briefly discussed the current underspend position and capital budget next year. Regarding the £1m funding cut discussed at the last meeting, he noted Annex K of the report sets out the proposals for addressing this including proposed mitigating measures. He invited the Board to consider the following (including the recommendations in Annex K):

- **Core business cash expenditure** = £2.4m underspend (reflecting staff costs and non-staff spend) (YTD). Forecast £0.83m underspend by the year end. This reflects lower estate and ICT costs, staff savings from vacancies and some early efficiency gains, offset by additional approved spend and the transfer of £0.8m to capital.
- **Core business non-cash** = £1.82m (underspend YTD). Full year forecast = £1.39m – YTD underspend. This is due to significant re-profiling of property related assets to reflect lease extensions actioned last year after the budget was set and further re-profiling undertaken since. The Head of Finance also outlined the re-profiling of ICT systems going out of support and lease extensions at Wakefield and Croydon.
- **Hillsborough (cash expenditure)** = £0.40m underspend (YTD) - this reflects a prior year accrual for estates cost released as invoicing is now no longer expected and budgeted exit costs not required. Full year forecast = £0.47m underspend – this reflects re-profiling of staff resources required to support the re-scheduled criminal trials with less expensive FTC staff on payroll.
- **Hillsborough (non-cash expenditure)** = £0.19m underspend (YTD) (full year = £0.30m underspend (due to re-profiling of Warrington office)).
- **Capital = £0.52m underspend (YTD)** – this is due to timing delays with the installation of some IT projects, technical issues etc. Full year forecast = £1.71m – this reflects refurbishments to Cardiff and Wakefield offices and committed costs etc.

The Board generally agreed with the approach adopted. It raised concerns about Operations and discussed the related strategy in view of the budget reduction. It was explained that steps are being taken to address this. The Head of Finance noted that the previous assumption on Operations' budgets remained unchanged and the steps being taken would help deliver and achieve Operations' targets.

The Board also reiterated the importance of ongoing forecasting and monitoring as well as mitigating risks.

**Agreed:** To note the report.

## 9. ORAL UPDATE FROM THE DG

The Chair provided an update on his activities since the last meeting as follows:

- Learning in Action (LiA) Days – these have been held in a number of offices with NEDs in attendance. The events are designed to help staff better understand the work being done across the organisation and the feedback to date has been very positive. The final three events have been postponed in view of COVID-19.
- The Customer Service Excellence accreditation has been achieved – this reflects a lot of good work across the organisation and importantly, some excellent horizontal working.
- Attendance at the Strategic Command Course (College of Policing). This was an opportunity to highlight the work of the IOPC and the importance of good collaboration with future senior leaders in policing.
- Meeting with the Minister for Policing - the discussion focused on a number of matters including the submission to the Home Secretary, improved timeliness in investigations, Hillsborough, inherited cases and key cases of interest. The Minister was supportive of the IOPC's progress to date particularly in relation to timeliness of investigations.
- Updated on a number of investigations.

The Deputy DG (S&CS) and Director, People provided an updated on the activities being undertaken in relation to COVID-19. These included:

- Work on business continuity and recovery plan. Implementing the gold, silver and bronze command structure with regular daily meetings.
- People Strategy – ensuring priority is given to people based on need and adopting a 'leave no one behind' policy. A variety of staff engagement initiatives are already in place. In addition, managers have been encouraged to maintain regular contact with their teams, checking on colleagues' wellbeing and their families etc.
- In response to school closure etc., a task force has been established to develop new carer rules by the end of March. This is for those with caring responsibilities. A flexible and pragmatic approach has been adopted in implementing many people policies which has received positive feedback from across the organisation.
- Ensuring there is regular communication with staff via internal comms and regular line managers 'catch up' meeting.

The Lead Regional Director provided an update on Operations. She noted that a decision has been made on future arrangements for deployment and on-call matters. Staff deployment will focus only on incidents where Article 2 matters are engaged. Volunteers are being used and on-call is available 24/7. Also, the work on refocussing investigations has been outlined under item 7. Discussions are underway as to how best to conduct investigations in the current situation. In addition, our work on Post investigations has also been discussed (e.g. hearings, inquests and trials). For example, some hearings may need to be held by video. Other areas of work include staff welfare and stakeholder engagement. Further scenario planning is envisaged.

The Board discussed as below:

- To commend the organisation's excellent response to COVID-19 and note lessons for the future.
- To note that NEDs could access the standard COVID-19 updates being disseminated to staff. Specific matters would be sent to the Board as necessary.

- To note the possible impact of COVID-19 on our future work, capacity and budgets.

**Agreed:**

- To note the report.
- To commend the executive response to COVID-19 - specifically, the significant level of staff engagement.
- That the Board will be kept up to date on COVID-19 matters as appropriate.

**10. BUSINESS PLANNING 20/21 (PAPER REF IOPC 03/20/10)**

The Director S&I presented the report with the revised document. She was supported by the Business Planning and Projects Manager. She recalled the previous discussion held on the matter and informed that since the last Board meeting, the HO has notified that funding for the next F/Y would be £1m less than the flat cash assumption. Consequently, the budget and business plan has been revised including the work around Future Design. The revised document is being presented for feedback which will be incorporated before moving to the design phase which would be presented to the April Board meeting.

The Director also provided an update on planning for Future Design and the allocation of additional resources to support and ensure the delivery of key pieces of work. She noted that further adjustment may be made based on the outcome of the decision making scheduled for August. The Board would be updated as appropriate.

The Board reviewed the document and discussed as follows:

- To amend page 15 of the document to reflect that BME confidence in policing is improved by being 'willing and able' to complain. This helps to capture other reasons (besides intent) why BME group would not make complaints.
- The need to be realistic about the consistency of productivity (without compromising on effectiveness and efficiency) in view of the impact of COVID-19.
- The need to further review the document (including focussing on key projects and mode of delivery/risks etc.) in view of COVID-19 and consider the revised document at the next Board meeting in April. **(ACTION)**

**Agreed:**

- To note the report.
- That the business plan would be reviewed accordingly, and the final draft presented to the April Board meeting. **(ACTION)**

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

**11. REVISING INFORMATION SECURITY RISK APPETITE DURING COVID-19 OUTBREAK (PAPER REF IOPC 03/20/11)**

The Deputy DG (S&CS) presented the report. He was supported by the Head of ICT and the ICT Security and Information Assurance Manager. The aim was to review the risk appetite specifically around information security risk. The review is necessary given the

changes being made to working arrangements as a result to COVID-19. It is also to ensure for accreditation purposes that all information security standards are maintained.

The review would acknowledge a higher level of information security risk and allow flexibility in addressing threats and risks during this period. It would also help expedite decision-making regarding key security matters. Areas of focus include those detailed below.

- Management/movement of IOPC devices at alternative sites;
- Use of mobile storage devices; and
- Prioritising cyber risk incidents relating to key services.

Our ICT Security and Information Assurance Manager emphasised that the revision is a temporary measure designed to respond to the COVID-19 outbreak. Monthly reports will be provided to the Risk and Audit team to ensure continued compliance.

The Board reviewed the risk appetite and discussed the alternative system in place besides the SIRO. This is to ensure that appropriate permissions are sought, and matters are properly documented in spite of the flexibility applied to address current challenges. It noted that there is also a working group established to monitor the process and ensure the system remains robust. It confirmed that the flexibility sought is aimed at ensuring agility in decision-making in a challenging time. There is no intention to compromise the existing standard of data protection in place. An update will be included in our regular ICT report to ARAC.

**Agreed:**

- To note the report and approve the review to the risk appetite.
- That a report would be presented to the April meeting of ARAC. **(ACTION)**

**Action: Deputy DG (S&CS)**

## **12. BOARD EVALUATION (PAPER REF IOPC 03/20/12)**

The Board briefly discussed the 2019-20 evaluation. The response rate from the surveys had not been as high as was hoped and it was agreed that the survey would be re-done ahead of a future Board development day.

The Board noted that there were no issues of concern arising from the feedback to date.

**Agreed** to note and to re-do the survey with an expectation that everyone will complete it.

**Action: Head of Private Office**

## **13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 03/20/13)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** To note the report.

#### 14. FORWARD PLAN (PAPER REF IOPC 03/20/14)

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 02/20/15)

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

**Agreed:** that future meetings would be held via skype until further notice.

**Action: Governance Secretary**

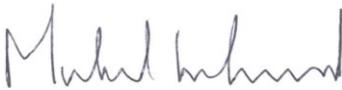
#### 16. ANY OTHER BUSINESS

There was no other business.

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

#### 17. REMUNERATION - CONFIDENTIAL

This item is confidential.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	29 <sup>th</sup> April 2020

### Schedule of Actions

<b>Agenda Item</b>	<b>Responsibility</b>
10	Director S&I
11	Deputy DG (S&CS)
12	Head of Private Office

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

**F/Y 2020/2021**

**Time: 10.30am**

Date	Venue
Wednesday 29 <sup>th</sup> April 2020	Canary Wharf
Wednesday 20 <sup>th</sup> May 2020	Warrington
Wednesday 24 <sup>th</sup> June 2020	Canary Wharf
Wednesday 29 <sup>th</sup> July 2020	Birmingham
Wednesday 23 <sup>rd</sup> September 2020	Canary Wharf
Wednesday 21 <sup>st</sup> October 2020	Wakefield
Wednesday 25 <sup>th</sup> November 2020	Canary Wharf
Friday 11 <sup>th</sup> December 2020	Canary Wharf
Wednesday 27 <sup>th</sup> January 2021	Canary Wharf
Wednesday 24 <sup>th</sup> February 2021	Canary Wharf
Wednesday 24 <sup>th</sup> March 2021	Canary Wharf

**F/Y 2021/2022**

**Time: 10.30am**

Date	Venue
April 2021	tbc
May 2021	
June 2021	
July 2021	
September 2021	
October 2021	
November 2021	
February 2022	
March 2022	

# ARAC - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10.30am

## F/Y 2020/21

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

## F/Y 2021/22

Date	Venue
April 2021	London (Canary Wharf)
June 2021	“
October 2021 <sup>3</sup>	“
January 2022 <sup>4</sup>	“

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<sup>1</sup> Preceded by informal meeting (at 10.00) with Executives only.

<sup>2</sup> Preceded by informal meeting (at 10.00) with IA and EA only.

<sup>3</sup> Preceded by informal meeting (at 10.00) with Executives only.

<sup>4</sup> 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 2020/21

Date	Status
Monday 27 <sup>th</sup> April 2020	London (Canary Wharf)
Thursday 23 <sup>rd</sup> July 2020	Croydon
Wednesday 2 <sup>nd</sup> September 2020	London (Canary Wharf)
Tuesday 24 <sup>th</sup> November 2020 (14:30-18:00)	London (Canary Wharf)
Thursday 11 <sup>th</sup> February 2021	Wakefield

### F/Y 2021/22

Date	Status
April 2021	tbc
July 2021	
November 2021	“
February 2022	