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## Board Meeting

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**Date & Time:** Wednesday 20<sup>th</sup> May 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 Jarvis	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
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Amanda Rowe	Lead Regional Director

The meeting was preceded by a brief meeting of the Director General and Non-Executive Directors (NEDs) only at 10.00hrs.

## **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**

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 29<sup>TH</sup> APRIL 2020 (PAPER REF IOPC 05/20/04)**

The Board considered the minutes of the last meeting held on Wednesday 29<sup>th</sup> April 2020.

### **Agreed:**

- To approve the minutes as a correct record and publish in line with the Standing Orders.
- To receive proposed meeting dates for 2021-22. **(ACTION)**

### **ACTION: GOVERNANCE SECRETARY**

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

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

### **Actions**

- To ensure that amendments to the annual report are reflected as tracked changes for easy reference. Complete.
- To incorporate statements (on IOPC policies and NEDs) in the Standing Orders. Complete. This is addressed under item 15.

**Agreed:** To note the report.

## **6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING HELD WEDNESDAY 22<sup>ND</sup> APRIL 2020 (PAPER REF IOPC 05/20/06)**

The Committee Chair recalled the oral briefing provided at the last Board meeting. The minutes of the meeting have since been circulated to members. Copies of the Internal Audit report on social media and vetting and recruitment were also circulated as requested.

The Board received clarification on the enquiries raised below:

- **Item 9** – it was explained that the Committee did not discuss the issue of NEDs and applicability of IOPC policies. This was left to the April Board meeting which has now clarified that NEDs do not strictly have to adhere to IOPC policies but that they are expected to follow the principles of them.
- **Item 10** – The NAO's and responsibility for fraud reporting – it was explained that the standard practice is for the NAO to engage with the leadership of an organisation for assurance on internal control and management of fraud would be a part of that process. The IOPC was commended for having strong mechanisms in place with robust anti-fraud strategies and policies.
- **Item 11** – managing Business as Usual (BAU) risks - it was explained that the Committee noted that the organisation is generally in a strong position in embedding a strategic risk management system but recommended consistency in some BAU areas. This is ongoing and good progress has been made.
- **Item 13** - IOPC Complaints report – it was explained that the Committee discussed the importance of identifying thematic issues and embedding the lessons learnt from complaints as part of ensuring standards. There was also a discussion about reporting including DG/NED complaints in future as well as staff ones. This will be added to future reports (**ACTION**).
- **Item 16** – Internal Audit report on social media – the IOPC would present to the June ARAC meeting, its report on the ongoing work to develop a strategy and action plan incorporating policies already approved by the Board at its previous meeting.

**Agreed:** To note the report.

#### **ACTION: DIRECTOR (S&I)/HEAD OF PRIVATE OFFICE**

### **7. ARAC SELF-EVALUATION REPORT (PAPER REF IOPC 05/20/07)**

In line with the Standing Orders, the Committee conducted an evaluation of its work during the last F/Y. The outcome was considered at its April meeting. The scores were generally positive highlighting many areas of strength and the proposed actions to increase the effectiveness of the Committee were shared with the Board. The full report has been circulated to the Board.

The Chair noted the many achievements and positive changes made. He thanked the Committee Chair, members and other NEDs for the advice and support provided.

**Agreed:** To note the report.

### **8. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD MONDAY 27<sup>TH</sup> APRIL 2020 (PAPER REF IOPC 05/20/08)**

The Committee Chair recalled the oral briefing highlighting the salient points at the last Board meeting. The minutes of the Committee meeting have been circulated to members.

**Agreed:** To note the report.

#### **9. HR & REMUNERATION COMMITTEE SELF-EVALUATION REPORT (PAPER REF IOPC 05/20/09)**

In compliance with the Standing Orders, the Committee Chair reported on the outcome of the self-evaluation conducted on effectiveness during the last F/Y. The feedback was generally positive. There are plans to further review the mode of working of the Committee following discussion at the Board away day.

The Chair formally thanked the Committee Chair and members for the support and positive advice provided throughout the period.

**Agreed:** To note the report.

#### **10. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 05/20/10)**

The Director S&I presented the report on performance to the end of April 2020. She was supported by the Lead Regional Director. Attention was drawn to the new format developed to re-focus reporting. Key points were noted as follows:

- In spite of the effect of the COVID-19 pandemic, the majority of the KPIs were met and exceeded within the first month. Changes made due to the pandemic are still being assessed therefore the long-term impact is yet to be reflected but things look promising.
- 96% of core investigations completed in April were within 12 months, achieving the set target of 85%.
- Staff sickness absence currently stands at 1.65%. This is lower than expected but there are other challenges which may impact on performance. Specifically, the number of colleagues experiencing symptoms of COVID- 19, are self-isolating or shielding themselves or members of their households. These are monitored on a weekly basis. Availability of staff clearly impacts on those available for deployment.
- A fortnightly national tasking and coordination group has been established to examine capacity, demand and work allocation and ensure efficient use of (investigative) resources.

The Regional Director explained the challenges of delay in concluding some investigations due to the COVID-19 pandemic. Some of the red areas are attributed to resources and the impact of carer's plans but work is ongoing with the Operations Management Board to develop an Operations Performance Management Framework, making management information more accessible. An update will be provided to the June meeting of the Board.

The Board welcomed and supported the new report format which provides more clarity. It discussed, sought clarifications and received responses as below:

- Sickness absence – it noted and commended sickness levels which had reduced significantly. It enquired about the impact of the carer’s plan on performance going forward. The Chair and Head of Private office provided an update on the statistics (as at early May) and the average reduction in capacity. These are regularly reviewed and circulated to Regional Directors.
- Carer’s Plan - the Board commended the plans, suggesting that increased flexibility may be something to keep going forward, and requested a future report in this area providing breakdowns and clarification such as the teams/offices most affected and the impact on capacity/performance. **(ACTION)**
- Recovery planning process and the ‘office set up’ going forward. It was explained that the Bronze group is tasked with developing the recovery plan for the phased re-opening of the offices. The plan is in progress, and recovery has started allowing access to the office in ‘exceptional circumstances’. In this context, the necessary approvals are sought (and arrangements made) to ensure that colleagues are safe when they are in the office. More flexibility is now being considered (subject to government guidelines) recognising the need to maintain social distancing and introducing the necessary technological support (such as screen and PPE) for some face to face services (such as conducting interviews etc. in order to progress investigations). The recovery process aims to be agile and responsive to any change in circumstances.

**Agreed:**

- To note the report.
- To receive a report on capacity challenges arising from carer’s plans along the lines discussed above.

**ACTION: DIRECTOR S&I/DEPUTY DG (S&CS)**

**11. RESOURCES (PAPER REF IOPC 05/20/11)**

The Head of Finance presented the financial results to the end of April. He noted as below:

- **Revenue Expenditure** – there is currently a forecast overspend of £350K but this reflects some optimism as it is very early in the FY. The assumed level of over-programming has been decreased. There are some issues around assumptions and savings. The allocation for this year is generally settled however, further work is required for FY 2021/22 to clarify savings within the Operations Directorate. Details would be provided to the next Board meeting **(ACTION)**.
- **Capital** - the full year expenditure forecast is £3.3m, £0.7m less than the budget allocation of £4m. The forecast reflects costs on ICT and estate refurbishment that rolled over from March 2020 due to the Covid-19 pandemic. There is also £1m capital delegation for a new Case Management System (CMS) and further work on the likely capital cost and impact of revenue expenditure would be assessed at the procurement stage of the project.

The Board discussed and received clarifications on the enquiries below:

- The potential risks (such as delay) attributed to Covid-19 on some of the capital programmes and the impact on revenue budgets. It was explained that in terms of revenue, the ongoing savings on travel is significant and likely to offset any residual cost. Generally, it is probable that Covid-19 will result in an underspend.
- To recommend that the adjustments proposed (in relation to the Operations budget) be presented to the Board (before adoption) to assist understanding.
- To note the actions being taken to address the issue of risk aversion and the active participation of budget managers in ensuring better forecasting. It was recommended that the thoughts/concerns of budget holders be taken into account perhaps through a survey and the outcome reported to a future meeting of the Board (**ACTION**). The aim is to assess the level of confidence and areas for improvement within that group.

**Agreed:**

- To note the report.
- To receive an update on the actions being taken to improve forecasting in the next report (**ACTION**).

**ACTION: HEAD OF FINANCE**

**12. ORAL UPDATE FROM THE DG**

The DG reported on his activities as follows:

- A virtual presentation had been given to Police Conduct Leads across the country. This was well received and helped to improve visibility.
- Meetings/discussions with the Chair of the National Police Chiefs Council (NPCC) – the discussion touched on a variety of issues including dealing with mental health issues and the increase in domestic abuse. There was also a discussion with the NPCC Lead for Counter-Terrorism policing on how we can work better together.
- Use of Taser – this has been a significant issue, with rising community tensions. A press release was issued outlining the IOPC's work and concerns relating to the use of taser and related investigations are in progress. Positive feedback has been received from community groups and stakeholders for our work in this area.
- Covid-19 – recovery phase – work is ongoing to plan for a return to offices at the right time. As noted previously, the Bronze Group is providing oversight in this area.
- Virtual office meetings – these have been undertaken monthly to update staff and respond to concerns and enquiries etc. Colleagues have welcomed the briefings and the opportunity to be heard.
- Discussion with the Shadow Minister of Policing – this was an introductory call and touched on many focus areas including timeliness, community engagement and learning. The Minister plans a visit post-lockdown to our Croydon office where she is an MP.

**Agreed:** To note the report.

### 13. IOPC IMPACT REPORT (ORAL)

The Director (S&I) briefed on progress with the Impact Report. As per past practice, a draft would be circulated outside the Board meeting before final sign off is sought at the July Board meeting. Publication is envisaged for mid-August. The Annual Report and Accounts (ARA) will also be circulated shortly before being presented to the June ARAC meeting followed by the June Board meeting for sign-off. The laying date is not certain and will need confirmation from the Home Office but 16<sup>th</sup> July is being planned for (ahead of Parliamentary recess that begins on 21<sup>st</sup> July).

**Agreed:** To note the report.

### 14. SCHEME OF DELEGATION (ANNUAL REVIEW) (PAPER REF IOPC 05/20/14)

The Head of Private Office presented the Scheme of Delegation. The standard practice is to conduct an annual review of the document to enable the Board to consider and advise the Director General on whether any changes to the document is necessary. The last formal review was conducted in May 2019 however amendments were made in January 2020 to reflect the legislative change to the complaints system.

**Agreed:**

- To note the report and the document.
- To recommend that no amendments to the document are required at the present time.

### 15. STANDING ORDERS (ANNUAL REVIEW) (PAPER REF IOPC 05/20/15)

The Head of Private Office presented the report. The aim was to present the Standing Orders and related documents for annual review. She noted the proposed amendments to the Standing Orders and the extensive discussion already held in these areas. These were:

- the application of organisational policies to NEDs; and
- the NEDs and recruitment of senior colleagues.

**Committee Terms of Reference** - The Board also received the Terms of Reference of the two committees (i.e. the HR & Remuneration Committee and the Audit and Risk Assurance Committee (ARAC)) which form part of the Standing Orders. The documents were reviewed at the last meetings of the respective Committees and recommendations were made as appropriate.

**Agreed:**

- To note the report and approve the Standing Orders and related documents.
- That the documents would be presented for next review in May 2021. **(ACTION)**

**ACTION: HEAD OF PRIVATE OFFICE**

**16. BOARD MEETING ATTENDANCE (PAPER REF IOPC 05/20/16)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** To note the report.

**17. FORWARD PLAN (PAPER REF IOPC 05/20/17)**

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.

**18. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 05/20/18)**

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

**Agreed:**

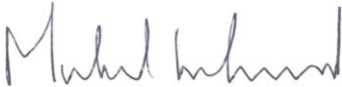
- To note the document.
- That the meeting dates for 2021-22 F/Y would be presented for consideration/approval at the next meeting.

**ACTION: GOVERNANCE SECRETARY**

**19. ANY OTHER BUSINESS**

There was no other business.

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

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	24 <sup>th</sup> June 2020



### Schedule of Actions

<b>Agenda Item</b>	<b>Responsibility</b>
4	Governance Secretary
10	Director S&I/Deputy DG (S&CS)
11	Head of Finance

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

**F/Y 2020/2021**

**Time: 10.30am**

Date	Venue
Wednesday 24 <sup>th</sup> June 2020	Canary Wharf/Virtual
Wednesday 29 <sup>th</sup> July 2020	Birmingham/Virtual
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 10 <sup>th</sup> June 2020	London (Canary Wharf)
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>	“

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

<sup>22</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>44</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
Thursday 23 <sup>rd</sup> July 2020	Croydon/Virtual
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	