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Board Meeting

Date & Time: Wednesday 23rd September 2020 at 14:00hrs

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)
Claire Bassett	Deputy Director General (Operations)
Kathie Cashell	Director, Strategy & Impact

In Attendance:

Mike Benson	Head of Finance
Liz Booth	Director, People (Item 13)
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
David Emery	General Counsel
Katy Gooblar	Knowledge Manager (Item 7)
Holly Tunley	Head of Organisational Design, Development and Talent (Item 13)

1. WELCOME AND INTRODUCTIONS

The Board meeting commenced at 14:00hrs and was quorate. The Chair welcomed members and other attendees to the meeting. He also welcomed the new Deputy DG (Ops) who was attending her first Board meeting since assuming office.

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 29TH JULY 2020 (PAPER REF IOPC 09/20/04)

The Board considered the minutes of the last meeting held on Wednesday 29th July 2020.

Agreed:

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

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 09/20/05)

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

Actions

- To provide an update on Covid-19 work to the next UB meeting. Complete. This is addressed under item 11.
- To provide an update on the work of the QA Forum. An update will be provided in the next One Plan Quarterly update in October. **(ACTION)**
- To present a draft paper to the next meeting on the agenda for the Board Away Day meeting. Ongoing. The Board noted that this meeting had been postponed due to the significant amount of work ongoing to prepare for the Home Affairs Select Committee inquiry (discussed under item 12 below). The Away Day paper would be presented/discussed at a later date with a view to holding the meeting (perhaps virtually) in December 2020 **(ACTION)**. The Board emphasised the importance of holding this meeting in order to discuss and share views in key areas relating to public confidence etc.
- To present a report to future Board meeting on the advocacy service work area (under Priority 3), highlighting the options and the nature of support expected from the Board to ensure there is real impact on service users, including improving accessibility to the complaints system. A paper will be presented to management for discussion in November and the Board will be updated at a subsequent meeting. **(ACTION)**
- To produce a future report on the carers plan providing breakdowns and clarifications such as effect and the impact on capacity/performance. Complete. This is addressed under item 11.

- To conduct a survey for budget holders and report outcome to a future meeting of the Board. It was explained that this was one of the options introduced to address weakness in budget holder forecasts. The introduction of risk based forecasting has improved matters. The Board discussed the need for good practice by providing periodic updates on budget forecasting.

Agreed:

- To note the report.
- That an update on budget forecasting be provided to the next ARAC meeting in October and thereafter a periodic report to ARAC in this area. **(ACTION)**

ACTION: HEAD OF FINANCE/HEAD OF PRIVATE OFFICE

6. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD FRIDAY 31ST JULY 2020 (PAPER REF IOPC 09/20/06)

The Board noted that the minutes of the Committee meeting had been circulated. The Committee Chair briefly highlighted the key areas of discussion such as the update on Hillsborough, a new DBS policy (aimed at bringing greater clarity in conducting checks), pay remit, future design work (aimed at improving the processes and the impact on staff), equality matters and the action plan being developed for implementation. It also discussed the extensive review of the recruitment and selection policy which is now presented to the Board under item 13 below. Further, internal audit matters (led by ARAC) were also shared with the Committee.

The Board discussed some of the transition work around Hillsborough including the risks, costs and related responsibilities. It noted that the information has been shared with the Home Office.

The Board considered receiving a specific report on Hillsborough. The Committee Chair informed that although Hillsborough is a standard item on the agenda of the Committee's meetings, the Committee has deferred this item at its next meeting (to be held on 30th September) as there is no major activity to report. The next report would be presented to the subsequent meeting of the Committee on 24th November 2020. A similar report would also be presented to the Board at its meeting the day after (i.e. 25th November 2020). **(ACTION)**

Agreed:

- To note the report.
- To receive a report on Hillsborough at its November meeting. **(ACTION)**

ACTION: DEPUTY DG (OPERATIONS)

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 09/20/07)

The Deputy DG (Ops) and Director, Strategy and Impact introduced and presented the report. They highlighted below.

- Volume of referrals has reduced but remains high compared with last year (i.e. about 150 higher per month). There are some challenges around closing investigations and casework performance given the issues of Covid-19. However, measures are being implemented to address them with resulting improvement.
- Encouragingly, we are now closing more investigations than we opened – a positive indication that performance is improving.
- Legacy cases have significantly reduced from 538 cases with only 3 cases now pending - a notable achievement.
- Recalling the discussion at the last meeting about the pressure of increased demand and how this is being managed in a variety of ways such as the temporary reduction in thematic cases. This work has helped to manage pressure in spite of high volume.
- National tasking group meetings are held bi-monthly to review pressure and colleagues are working well together in this area. The measures being implemented are working well but there still needs to be a better understanding of demand as well as the resources available to meet it. The Operations Management Board (OMB) will be developing a more strategic approach to this. A paper would be presented to Management Board in the near future to inform strategic decisions about targets for next year. The paper will emphasise the need for the organisation to prioritise.
- Another area of focus is the post-investigative work. This is taking a considerable amount of time but the work on Future Design is addressing some of this. The ongoing work is impressive. There is a lot of work still to be done and the benefits/results will be worthwhile. However, it is important to be realistic and ensure the necessary resources are in place to realise those benefits.

The Deputy DG (Ops) gave further reflections as a new arrival. She noted as below:

- To commend the work being done on Future Design aimed at improving processes. Typically, projects are redesigned to be impact-led. Achieving such ambition is contingent upon ensuring that necessary resources are available to match the ambition. This should apply to Future Design if it is to realistically deliver on the intended results/benefits.
- The impact of the pandemic (both pros and cons) must also be noted. There are positives which are being captured to improve efficiency and effectiveness. Some of the downsides are reflected in the completion of investigations. Whilst the internal challenges and complexities are being managed, the external factors are outside the organisation's control but have a knock-on effect.
- It is also important to note and commend how colleagues have quickly adapted to ensure continuity and delivery. The impact on staff and how the organisation has risen to the challenge (for example the flexibility developed around the carers plan) is testament to good management in the organisation and the importance of middle managers. This continues to be demonstrated as uncertainty continues with increased cases of the pandemic being reported.
- There are plans to review and restructure the OMB/Programme One governance and free up the necessary resources. The Board would be updated in due course.

The Board discussed as below:

- To welcome the new Deputy DG (Ops) and support the reflections provided.
- To note the data presented and express the importance of availability of resources for delivery of objectives.
- To welcome the temporary reduction of thematic cases to cope with demand but note the impact on resources and on organisational reputation. Further discussion was recommended in this area. It was explained that regional calls are ongoing aimed at balancing the immediate performance challenge with future planning and new ways of working to enable resource maximisation. It is important to view the current deployment of resources as part of future investment in the Operations Directorate in order to realise the desired benefits. The Deputy DG (Ops) noted that further discussions would be held by Management Board in order to understand the need for a strategic decision to free up resources in order to ensure future investment in Ops and realise benefits.
- To welcome the investment being made to ensure future efficiency and recommend that this be balanced with managing current performance.
- The need to ensure the right balance between the work/interventions aimed at improving conduct as well as confidence in the wider complaints system (noting what is expected in improving learning and community confidence).
- The need to ensure that the good work done by the organisation in the performance report is better understood by stakeholders including those appearing before the Home Affairs Select Committee. The Deputy DG (Ops) explained that there are good examples to share around learning and thematic work such as discrimination. These examples would be brought to attention at the oral hearing of the Select Committee to show the progress made by the organisation.
- The need to improve clarification to support the scorings/colours in the performance report to assist stakeholders' understanding.

Agreed: To note the report.

8. RESOURCES (PAPER REF IOPC 09/20/08)

The Head of Finance drew attention to the key issues such as the small overspend on core business and underspend on Hillsborough. He noted that overall the position is good and HO has expressed satisfaction in netting both off. Work is ongoing with the senior management team to realign budgets in order to (in effect) bank the underspending with relevant directorates and deliver the overspend planned/expected. This is in progress.

The Deputy DG (S&CS) gave a brief update. He recalled the over-programming element built into the budget this year and the subsequent £1m cut which came later in March. This was reflected in the over-programming figure. Work is now in progress (based on the Period 5 data) to determine how to deliver the over-programming commitment in the budget. This leaves a one-off overspend on the new CMS project due to a re-adjustment between what would be capitalised and what would become a revenue spend. This is a one off and it has been advised that this could be 'netted off' against some of the underspends on Hillsborough. This ties closely to the work to improve financial forecasting which it is envisaged would further improve next year.

The Board discussed the forecasting and related progress. The Head of Finance informed that meetings have been held between the finance team and budget holders and forecasting is progressing well to ensure efficient use of resources.

The Board also briefly discussed the following year's budget. It was informed that communication is ongoing and the HO is unlikely to confirm before December.

Agreed: To note the report.

9. ORAL UPDATE FROM THE DG

The DG reported on his activities as follows:

- He informed that in the last few weeks, regional office calls have been held and the last one was held earlier that day for the Canary Wharf office. The outstanding Learning Into Action days that had been postponed due to the pandemic had also been held virtually. The aim was to update staff on the current position and provide the opportunity to ask direct questions. It was also an opportunity to acknowledge the hard work and commitments and to thank colleagues for their efforts. There was good attendance and the meetings were well received. He thanked the Non-Executive Directors who attended and participated in the respective regional meetings.
- He had visited a police custody suite in (North London) to observe a variety of activities such as diversionary tactics and work with young people. Later that evening he accompanied the Serious Violence Task Force on patrol. The experience helped to develop his understanding of some of the pressures officers face in meeting the demands of their jobs. He also improved officers' understanding of the role of the IOPC.
- He had further meetings with the Home Secretary and the Policing Minister. Both gave positive feedback on performance. The meeting highlighted matters such as improvement in the 12 months investigation timeliness target (which started at 68% two years ago and is now currently running at just over 90%). There was also the significant improvement in the legacy cases noted earlier (under item 7 above) which is now reduced to just 3 cases. There was particular interest in Op Linden (CSA case). Overall, both meetings were positive and another meeting is being scheduled with the Home Secretary for November. The discussion with the Policing Minister touched on the importance of learning and having the necessary resources to ensure sustainability in order to make impact.
- He was accompanied by the new Deputy DG (Ops) to attend and participate in race discrimination training. This aimed to ensure that investigators receive rigorous training in this area.
- He also had a session with the Youth Panel. This touched on a variety of issues such as thematic areas including discrimination and Black Lives Matter. The panel is very supportive of the work of the organisation. It is understood the panel plan to submit written evidence and potentially participate at the oral hearing of the Home Affairs Select Committee.
- Impact Report – this has now been published. This is aimed at showcasing the work done by the organisation and the resulting difference being made to policing.

Agreed: To note the report.

10. APPOINTMENT OF EXECUTIVE MEMBER TO THE UNITARY BOARD (PAPER REF IOPC 09/20/10)

The Chair presented the paper to the Board. The aim was to recommend that the Board agree the appointment of Claire Bassett (the new Deputy DG (Ops)), to the Board as an executive member.

The Board welcomed the new Deputy DG(Ops) to the organisation and as a new member.

Agreed:

- That Claire Bassett be appointed as an executive member of the Unitary Board.
- To thank Amanda Rowe (Director, NE) for her contribution to the Board in the past few months, pending the arrival of the new Deputy DG.

11. COVID-19 UPDATE (PAPER REF IOPC 09/20/11)

The Deputy DG (S&CS) presented the report. The aim was to update the Board on how the Covid arrangements have continued to evolve in response to changing circumstances. He highlighted as below:

- He briefly recalled the arrangements in place since the lockdown began and the structure (gold, silver and bronze meetings) put in place to manage them. Frequent meetings were held under this structure. The meetings gradually decreased and have now stopped altogether. Management is now in the “new normal”.
- He recalled some of the arrangements put in place such as providing briefings through line managers, monthly office calls to regional offices, temporary access to the offices, temporary people policies etc. Regular dialogue was also held with staff council and others. Two pulse surveys have been conducted to assess views and concerns. The feedback has been very positive.
- He noted some of the ongoing and future work around this area, ensuring all offices continue to operate at Covid secure levels and consistent with the latest government advice. The recent announcement does not require changes to the current arrangement which will continue for the foreseeable future.
- ICT – he noted the significant investment in Skype before the lockdown. To further enhance ICT, the first phase of MS-Teams has recently been launched. The second phase is envisaged for launch next year.

The Board discussed as below:

- To commend the report and management’s effective response to the pandemic which has ensured continuity and delivery.
- The need to address the issue of leave cancellation in light of the pandemic (and the need for travel cancellation) and encourage staff to take leave in the interest of staff health and welfare. It was explained that management is clear about the need to take leave and has actively encouraged colleagues to do so. As the pandemic situation

continues, flexibilities have been developed by extending the leave year from 12 to 18 months (i.e. end of September). Other flexibilities are being explored and unused leave will be reviewed accordingly.

- The need to note the challenges being experienced by other organisations resulting from lack of people proximity and how this is reflected adversely in the delivery of their work due to reduced consultation by staff. The Board was assured that a thorough evaluation has been conducted and the areas affected by the pandemic have been re-planned accordingly. For example, in terms of:
 - **Project work** - elements of the Future Design (involving face to face engagements) and elements of ICT disaggregation (such as onsite work around the Sopra Steria data centre and the service desk transition) were affected as this was originally due to go live in April. These areas have been re-planned. Some are progressing as anticipated (e.g. the work on recruitment, Learning Management System (LMS), resource links and others).
 - **Performance** – the best indication of the impact of operational performance is the data presented to the meeting. There are plans to capture better data under the new Case Management System.
- To recognise that the data provides volume but highlight the importance of ensuring quality. Meanwhile, closer attention is being paid to feedback as a measure of quality.
- The Deputy DG (S&CS) took the opportunity to thank colleagues who have produced reports for Board and Committee meetings and worked tirelessly (beyond their remits and working hours) to implement the structure in response to the pandemic.

Agreed:

- To note the report.
- To thank colleagues for their continued hard work and commitments during the pandemic.

Bill Matthews joined the meeting at 15:44 hrs.

12. REPORT - PLANNING FOR THE HOME AFFAIRS COMMITTEE INQUIRY (PAPER REF: IOPC 09/20/12)

The Chair and Head of Private Office presented the report. The aim was to brief the Board on the work being done in response to the recently announced inquiry (into police conduct and complaints) being conducted by the Home Affairs Select Committee. The IOPC provided a written submission to the Committee in line with its Terms of Reference (ToR). It is understood other organisations have made similar submissions. The reports are aimed at developing understanding on the work done (by respective organisations) in particular areas noted in the ToR, the progress made and necessary improvements. The Committee is likely to publish all the written evidence in the next few weeks. The next step will be to provide oral evidence to the Committee (envisaged to take place later in the year). Preparatory work is in progress for the oral stage. Updates would be provided to the Board as appropriate.

The Board commended the written submission and the clarity provided. Non-executive members offered to participate in the work (to challenge and provide independent input) towards preparation of the oral hearing to showcase and give clear examples of the work done to increase confidence among others.

Agreed: To note the report.

13. RECRUITMENT AND SELECTION POLICY (PAPER REF IOPC 09/20/13)

The Chair of the HR and Remuneration Committee introduced the report. He noted the extensive work done by the People Directorate and the consultations undertaken resulting in the final document before the meeting.

The Head of ODD&T presented the report and policy to the Board for approval. The policy is aimed at ensuring merit-based appointments through open and fair competition as well as ensuring a diverse workforce. The necessary consultations have been conducted and the document was reviewed by the HR and Remuneration Committee at its meeting. This was followed by further reviews by email and recommendations to the Board for approval. The Board noted the most recent adjustments such as clarity in moderating panel scoring (to avoid bias), challenging poor practice, blind application, use of tools such as psychometric testing and those relating to the involvement of NEDs (as a majority) in the recruitment of senior colleagues.

Agreed: To note the report and approve the policy.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/20/14)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report and thank members for keeping meeting dates open for next year.

15. FORWARD PLAN (PAPER REF IOPC 09/20/15)

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.

Agreed: To note the document.

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/20/16)

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

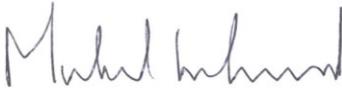
Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

17. ANY OTHER BUSINESS

There was no other business.

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

NAME	Michael Lockwood
SIGNATURE	
DATE	21 st September 2020

Schedule of Actions

Agenda Item	Responsibility
5	Head of Private Office/Head of Finance
6	Deputy DG (Ops)

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

IOPC Board

Time: 10.30am

Date	Venue
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.