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Board Meeting

Date & Time: Wednesday 31st March 2021 at 14:00hrs

Venue: Virtual Meeting

Present:

Michael Lockwood	Director General/Chair
Geoffrey Podger	Senior Independent Director (SID)
Bill Matthews	Non-Executive Director
Catherine Jervis	Non-Executive Director
Christine Elliott	Non-Executive Director
Rommel Moseley	Non-Executive Director
Deborah Bowman	Non-Executive Director
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Claire Bassett	Deputy Director General (Operations)
Kathie Cashell	Director, Strategy & Impact

In Attendance:

Rob Barnes	Head of Business Development Unit (Item 9)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
Amy Cridge	Business Planning Lead (Item 9)
David Emery	General Counsel

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 14:00hrs and was quorate. The Chair welcomed members and other attendees to the meeting. He introduced Christine Elliott, Deborah Bowman and Rommel Moseley (the new non-executive directors) attending their first Board 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 interest.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 27TH JANUARY 2021 (PAPER REF IOPC 03/21/04)

The Board considered the minutes of the last meeting held on Wednesday 27th January 2021.

Agreed:

- To approve the minutes as a correct record and publish in line with the Standing Orders.
- To note that the minutes pre-dated the new non-executive directors.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 03/21/05)

There were no matters arising.

6. REPORT FROM THE AUDIT & RISK ASSURANCE COMMITTEE MEETING (HELD 20/01/21) (PAPER REF IOPC 03/21/06)

An oral briefing was provided at the last Board meeting. The minutes of the meeting have been circulated. Minor amendments were proposed around post closure work to ensure accuracy.

Agreed: To note the minutes which pre-dated the new non-executive directors.

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 03/21/07)

The Director (S&I) briefly noted reference in the report to the business plan for the Financial Year (FY) 2021/22 (discussed under item 9). The Director (S&I) also referenced the Management Board discussion and decision to refocus performance reporting in the future by broadening coverage (beyond operational matters) to other strategic priority areas to better reflect the range of outcomes sought. The Director (S&I) noted that there

were areas where more in-depth analysis (rather than KPIs and targets) are required to assess impact. This would be reflected in future discussions (Strategy 2).

The Deputy DG(Ops) highlighted below:

- **Referrals** – these have been stable in the past few months but are increasing significantly as lockdown measures are easing. There have been many critical incidents and major call outs in the last few weeks.
- **Timeliness** –90% of investigations are being completed within 12 months which is above the 85% target. In the current Covid climate this is a significant achievement.
- **National Ops**
 - **Appeals** (i.e. under the old legislation) – fewer appeals have been received this year as the old system comes to an end.
 - **Reviews** (i.e. under the new legislation) are gradually increasing, indicating what the ‘new normal’ might look like in this area. Reviews are more complex and carer plans/leave continues to impact on National Ops performance. This impact was anticipated, and the actions implemented are improving performance and they are now closing more cases than opening.
- **Post closure** work is a significant part of Operations workload. As overall workload increases (resulting in increased post closure work), the work on Future Design becomes ever more important.

The Board discussed and sought clarification as below:

- To note the 12% open active core investigation caseload in the 9-12 months bracket (with 9% exceeding the 12-month mark) and enquire about lessons learnt in this area. It was informed that the Deputy DG(Ops) receives regular report on these cases and it is clear that many of the challenges are outside IOPC’s control. Issues include inquest and pending criminal trials. There were some lessons learnt around line management and prioritising. Going forward, there will be more emphasis on cases within the 6-9 months target range.
- To note the numerical targets but also the importance of measuring quality.
- In terms of quality there is some good work ongoing in this area with a dedicated team, looking at Quality Assurance (QA) in areas such as decision-making and complaints feedback etc. The plan to adopt a more sophisticated CMS in the near future should help. There is also a desire to learn more from other organisations.
- To enquire about assessment of specific issues such as the mental health impact of cases on those being investigated and those supporting the investigations. It was explained that there is no doubt that investigations impact on officers and wider stakeholders and work is being done on this area. For example, there is ongoing collaboration with the Police Federation in the area of mental health to develop good practice, looking at risk assessments throughout investigations to minimise impact. There are also dedicated subject matter networks looking at areas such as mental health, discrimination and abuse of position for sexual purpose etc.
- To emphasise the importance of public confidence in the police complaints system – it was explained that measuring public confidence is an integral part of the work given the organisation’s statutory duty (to secure and maintain public confidence in the Police Complaints system) and its broad mission (to improve public confidence in policing/accountability/complaints system). It was acknowledged that strong and robust oversight is an integral part of public confidence in the system. The Board noted the ongoing (and future) work (such as the public perception tracker and stakeholder engagement survey) aimed at improving public confidence and related challenges.

Further discussions are planned as part of the process in developing the next strategic plan. The work would be presented to the Board in due course.

- To identify the multifaceted issues relating to diversity and inclusion and the ongoing work aimed at addressing them in order to improve diversity in the organisation. It noted work such as the new recruitment and selection policy and the revised competency framework (success profile). These are relatively recent initiatives and success is being monitored. The Board were keen on receiving more details of the work in this area.
- To note that measuring some of the strategic priorities will require more in-depth analysis/discussion. Some of the strategic priorities such as public confidence is not easily measured through KPIs and targets. Work is ongoing on improving the performance report to better reflect the range of outcomes (beyond operational outcomes/targets) to be achieved.
- Whilst acknowledging the value in considering the KPIs individually, the Board also saw merit in considering them in totality, to enable a holistic picture, quantitatively as well as qualitatively.

The Chair emphasised the importance of learning from others and welcomed thoughts from members towards developing the next strategic document.

Agreed:

- To note the report.
- That the Director (S&I) will have further discussion with members for more thoughts in this area.

8. RESOURCES (PAPER REF IOPC 04/21/08)

The Head of Finance highlighted the following:

- There is a projected overspend on revenue and capital allocations. Reasons have been discussed with the HO and they have no issues of concern.
- For the next Financial Year, there is a £1.4m estimated risk of overspend which is deemed reasonable (given the £2m risk of overspend this year). This will be closely monitored, and more work will be required given the upcoming CSR.
- The Hillsborough budget is no longer 'ring-fenced'.

The Board discussed and sought clarification as below:

- To note the change on the Hillsborough budget and enquire the views of the Home Office. It was explained the Home Office has been informed and there were no issues of concern. It was explained that removing restrictions on the Hillsborough budget provides flexibility in spending.
- To enquire how the areas of risks during the year impacted on some of the assumptions in the new budget. It was explained that there was certainty in some areas. For example, the significant reduction in the cost of travel (due to the pandemic) and the reimbursement from an ICT contractual matter.
- The Deputy DG (S&CS) provided background on the issue of ICT on the ARAC meeting agenda. This item related to the decision to disaggregate from an ICT arrangement which has resulted in significant savings. It enables the ARAC

Committee to closely monitor the related risks and enable it to provide regular updates to the Board.

- To enquire about reporting and distinguishing the pre and post covid expenses. It was explained that there was no request (to the Home Office) for additional monies to cover covid-related expenses. The Annual Report and Accounts (ARA) will reflect the covid costs incurred which enabled colleagues to transition easily and safely to working from home.
- To note that improving the quality of financial forecasting has been a focus area and recommend that early in the next Financial Year, the Board look at the impact this has had on forecasting performance.
- To note the proposal around the mode of future reporting (and frequency) and enquire about the basis of this recommendation. It was explained that the matter was considered by Management Board and a recommendation made for a more focussed report to enable monitoring of key expenditures and related risks, forecasts, recommended actions and value added etc. The Board supported this approach and recommended that detailed reporting in specific areas remain an option (where requested). It noted that such 'deep dives' are standard practice at ARAC meetings. For example, the issue of capital expenditure is being discussed at the next meeting.

The Chair noted that there are key areas of consideration when developing a budget, such as people, estate and ICT etc but the CSR is imminent which will significantly impact on future financial years.

Agreed: To note the report.

9. BUSINESS PLANNING (REPORT REF: IOPC 03/21/09)

The report was presented by the Director, S&I. The aim was to present and seek approval of the business plan for the 2021/22 Financial Year (FY). The Director, S&I was supported by the Head of Business Development and the Business Planning Lead to update on progress in the delivery of the current strategic plan and to make recommendations on the final business plan.

The following were highlighted for attention:

- This is the business plan for the final year of the current 3-year strategic plan. The achievements (and lessons learnt) to date and areas of focus for the final year and the related process and resources etc.
- It is important to note the achievements made under business as usual (BAU) in spite of the pandemic, which required working remotely to deliver on objectives. This learning will be reflected in the next strategic plan.
- On strategic priority 1, the specific achievements noted include improving timeliness, implementing a new QA framework, closing all (but 3) of the 538 legacy cases inherited from the previous organisation and implementing the new legislative reform programme aimed at simplifying the police complaints system.
- On strategic priority 2 – the specific achievements noted include implementing the learning strategy and developing expertise in thematic areas through the Subject Matter Networks (SMNs). There is also increased focus on organisational learning supported by the SMNs combining internal and external expertise in developing and applying the latest thinking in subject areas and implementing good practice.

- On strategic priority 3 – achievements include increasing stakeholder engagement. Specifically, establishing the Youth Panel to provide advice on how to increase confidence in the complaints system for Young People. Adopting a bolder communication approach which resulted in work such as the ‘Silent Solution’ campaign (to address domestic abuse) which reached an estimated 16 million people.
- On strategic priority 4 – achievements include improved policies and processes in areas such as recruitment and selection and competency framework. Also, developing the IOPC’s first Equality, Diversity and Inclusion (EDI) strategy and creating a dedicated team to support delivery. Much higher staff engagement scores have also been achieved across all categories.
- In the business plan, Table 1 comprises components describing the priority areas of work. Table 2 gives the flavour of some of the projects and BAU activities. These include the Future Design project aimed at improving operational efficiency and effectiveness across the three areas of operational work (i.e. core investigations, DMI and national functions teams). There are also big operational ICT projects in the shape of the new CMS, new digital evidence management system which has become a priority in response to the pandemic. The ICT projects also include disaggregation of ICT services (where significant savings are envisaged on conclusion of that project) and the electronic document and records management system. In addition, there are projects referred (under Table 2) as the ‘new normal’ projects aimed at transitioning out of lockdown where some disruption is anticipated, and more challenges expected than when going into lockdown. Estate/office space strategy would be part of this.
- The budget risk had been assessed and significantly reduced. The new normal is uncertain but a busy first quarter (of the Financial Year) is anticipated and it is imperative to note that there is likely to be the need to respond and adapt to changing circumstances. An example is the ongoing Home Affairs Select Committee inquiry which may require some work.
- The KPIs are also to be noted - the existing framework has been relatively consistent over the past three years. The Board noted the key changes in this area such as timeliness and the measure for investigating DSI cases.
- The Board was requested to approve the recommendations and the business plan.

The Board discussed and sought clarification as below.

- To note that the risk areas have been considered/discussed by ARAC.
- To note the need to be mindful of the oversight and monitoring role of ARAC in terms of the ‘strategy forward look’ and things to monitor rather than seek to influence.
- To enquire about other related areas (such as the post closure work) not reflected in the document and the need to receive assurance in those areas given their impact on confidence. Also, the related resources/capacity issues. It was explained that discussions have been held on those areas including measuring post closure work, noting the limitations on capturing data. This is being addressed through a dedicated team (based in the Croydon office) and Future Design.
- To recommend having names against projects to clarify ‘ownership’/responsibilities.
- To enquire about the Human Resource aspect and the background to the ‘new normal’. The Deputy DG (SCS) informed that work on the HR aspect is ongoing. He also briefed on the response to the initial lockdown and the ongoing work aimed at responding to the ‘new normal’ (post 21st June) and ensuring a covid-secure office space. The organisation is part of a network comprising other departments (and ALBs) aimed at sharing experience and good practice. The Board would be updated in due course.

The Chair acknowledged the importance of 'future proofing' the improvements made to date. For example, to ensure that the technological improvements implemented (such as digital learning) are built on solid foundation. Also, to ensure consistency for the next three years.

He emphasised the importance of describing the narrative (against projects) to enable the public and staff to have a good understanding of the rationale for the work being done. There will be pressure points and dependencies (e.g. in ICT areas which need to be identified and addressed).

He also expressed the desire to reflect the outcome of the current Home Affairs Select Committee (HASC) inquiry in the work being done this year and continuing into the next strategic plan period.

He informed the need to begin early discussion on the next strategic plan, starting in 2022 (setting vision, priorities and measuring success). Underpinning issues such as the 'new normal' and identifying and understanding the issues to support public confidence will be central to that discussion. Colleagues and external stakeholders would also contribute to discussion to ensure their voices are heard.

Agreed: To adopt the business plan and the recommended work programme, KPIs and targets set.

10. ORAL UPDATE FROM THE DG

The DG briefly reported as follows:

- He had attended positive stakeholder meetings with:
 - Martin Hewitt (chair of the National Police Chiefs Council)
 - The police officer staff associations
 - The Policing Minister
 - Shadow Policing Minister
 - The External Stakeholder Reference Groups
- Separately, he had met with bereaved families to discuss the use of taser and related issues, listen to concerns and ensure their voices are heard. This is a priority area reflecting public interest (alongside race discrimination and stop and search). The ongoing work on the use of taser involves reviewing many cases and identifying learning. Also, recent work on stop and search undertaken by the Regional Director (London) had been well received.
- The IOPC has again received customer service re-accreditation. The report will be released shortly.
- The Home Affairs Select Committee (HASC) inquiry is ongoing – a variety of evidence (reflecting different perspectives) has been submitted to the Committee inquiry. The IOPC is expected to give oral evidence in the next few months.
- Midland case – he briefed on the comprehensive note being prepared in response to the questions raised by Sir Richard Henriques on this case. The Board acknowledged the insurmountable challenges sometimes faced by the organisation and commended its continued resilience and dedication to conducting thorough and independent investigation.
- He also updated on other high-profile cases.

Agreed: To note the report.

11. RISK APPETITE (PAPER REF IOPC 03/21/11)

The Deputy DG (SCS) presented the report and document on behalf of the Risk and Audit Manager. The aim was to discuss and agree the revised risk appetite. He noted the background to the document originally set in 2018 around the inauguration of the IOPC. Some changes were made in immediate response to the pandemic. The document before the meeting had been reviewed with inputs from colleagues, the ARAC and the immediate past members of the Board. In essence, the document is designed to be dynamic and respond to changing circumstances and priorities. For example, in response to the pandemic, areas such as information security was reviewed to address working from home. Amongst others, the document reflects wide ranging areas of business and sets guiding principles as well as the need to align risk appetite with internal audit work. He recommended that the document be adopted/agreed.

The Board discussed as below.

- To recommend clarifying what has changed and what remains unchanged in the risk appetite.
- To note that some risks might be rather high but considered necessary to achieve objectives such as ensuring justice and fairness. It recommended further discussion be held in this area to ensure colleagues understand these risks at the appropriate levels and have the practical working tools to manage them. The Board was informed that work is ongoing to ensure colleagues manage risks and avoid being over-cautious, stifling opportunities and innovation. The work is further informed by the pandemic and the need to understand and manage related change/risks such as those relating to investment in ICT.
- To note that in view of potential changes, it may be necessary to articulate the amount of risk and transformation the organisation can take/absorb at any one time.
- The ARAC chair briefed on the background to the committee's support for encouraging innovation and empowerment (within reason) in the delivery of the strategic objectives. She also noted that risk management had developed over the last few years and the document before the meeting reflects consistency in the direction of innovation and empowerment in supporting the risk climate within the organisation.

Agreed:

- To adopt the document.
- To recommend future work aimed at identifying the difference made by the risk appetite to the work of colleagues.

12. COMMITTEE MEMBERSHIP (PAPER REF: IOPC 03/21/11)

The Chair introduced the paper, noting the earlier discussion held. In view of the new composition of the Board, there was discussion on establishing committees and related membership. The Board agreed as below.

Agreed:

- To establish an Audit and Risk Assurance Committee (ARAC)
- To establish a People committee, possibly known as the People and Culture Committee.

- Membership of ARAC
 - Catherine Jervis (Chair)
 - Bill Matthews and Christine Elliott (members) .
- Membership of People Committee
 - Deborah Bowman (Chair)
 - Rommel Moseley and Geoffrey Podger (members). To note that Geoffrey will be replaced by the incoming SID in due course.
- To review the arrangement in one year. **(ACTION)**

ACTION: HEAD OF PRIVATE OFFICE

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 03/21/13)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

14. FORWARD PLAN (PAPER REF IOPC 03/21/14)

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 agendas.

Agreed: To note the document.

15. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 03/21/15)

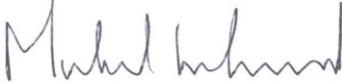
The Board considered the document on future meeting dates/venues. The Head of Private Office reported on progress and noted the plan for an extended strategy meeting in May.

Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

16. ANY OTHER BUSINESS

There was no other business.

NAME	Michael Lockwood
SIGNATURE	
DATE	28/04/2021

Future Meeting Dates/Times/Venue (2021-22)

Unitary Board

Time: 10.30 – 13:00 hrs

Meeting Date	Venue
Wednesday 28 th April 2021	Canary Wharf/Virtual
Wednesday 26 th May 2021 (10-4pm)	
Wednesday 23 rd June 2021 (1:30-4.00pm)	
Wednesday 21 st July 2021 (1:00-3.30pm) (tbc)	
August 2021	No Meeting
Wednesday 22 nd September 2021	
Monday 18 th October 2021	
Wednesday 24 th November 2021 (tbc)	
December 2021	No Meeting
Wednesday 26 th January 2022 (tbc)	
Wednesday 23 rd February 2022	
Wednesday 30 th March 2022	

Audit and Risk Assurance Committee (ARAC)

Time 10:30 – 13.00 hrs

Meeting Date	Venue
Thursday 29 th April 2021 (3.30pm –) ¹	London (Canary Wharf)/Virtual
Wednesday 9 th June 2021	“
Wednesday 13 th October 2021 ²	“
Wednesday 19 th January 2022 ³	

¹ Preceded by NEDs only meeting.

² Preceded by informal meeting (at 10.00) with Executives only.

³ Preceded by informal meeting (at 10.00) with IA and EA only.

2021-22 - HR and Remuneration Committee

Time – 14:00 – 16:00 hrs

Meeting Date	Status
Monday 24 th May 2021	London (Canary Wharf)/Virtual
Monday 13 th September 2021	“
Thursday 20 th January 2022	“