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Board Meeting

Date & Time: Wednesday 27th January 2021 at 10:30hrs

Venue: Virtual Meeting

Present:

Michael Lockwood	Director General/Chair
Geoffrey Podger	Senior Independent Director (SID)
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
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
David Emery	General Counsel

1. WELCOME AND INTRODUCTIONS

The 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 Mary Lines (NED) and wished her a speedy recovery.

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 FRIDAY 11TH DECEMBER 2020 (PAPER REF IOPC 01/21/04)

The Board considered the minutes of the last meeting held on Friday 11th December 2020. It noted the next step following the discussion on item 10. This includes a Plan of Action to be developed and shared with the Board for feedback.

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 01/21/05)

(a) The meeting noted that the action to identify a facilitator on confidence is in progress.

(b) The Chair also updated on matters relating to NED appointments to the Board.

6. REPORT FROM THE AUDIT & RISK ASSURANCE COMMITTEE MEETING (HELD 20/01/20) (ORAL)

The Committee Chair updated on the recent meeting held. The minutes would be circulated in due course. She highlighted the areas of discussion including the following:

- The financial and commercial position around ICT and Sopra Steria Ltd (SSL);
- Financial forecasting – behaviour has changed with greater level of accountability and positive outcomes. Future discussion is planned at the June meeting given that this is an element of effective budget management;
- Review of strategic risks – the meeting noted the status of risks. It also noted that the Committee invited the Deputy DG(Ops) as a relatively new member of the Board to give perspective on risks relating to operational work. The Committee was assured of the process and effective risk management in the organisation.
- Fraud risk register – this is a new register reflecting the increased focus in this area by central government. The organisation has no cause for concern.
- Risk appetite – this was reviewed and will be presented to the next Board meeting in February for approval.

- ICT programme is making good progress in spite of some challenging areas. Some issues were noted around cyber security and a meeting is being held with the new manager, next week to appraise and assure the Committee. The Deputy DG (SCS) also updated on progress with the data centre and the work on the migration of Sharepoint.
- Internal Audit – the final audit report on operational performance data was issued with moderate rating. There was support for the general direction of work in the organisation. The Plan for 21-22 will be signed off at the next meeting in April. The IOPC and GIAA teams are working collaboratively together.
- Audit recommendations – implementation is progressing well with minor areas pending.
- Financial reporting manual – the requirement has changed slightly which necessitates a different level of reporting and the need to avoid delay in the ARA process. In this context, there are plans for early review of the performance report aspect of the ARA.

Agreed:

- To note the report.
- To thank Committee members for the support and advice given to the organisation.

**7. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING (HELD 24/11/20)
PAPER REF IOPC 01/21/07)**

This item was deferred at the last meeting. The minutes of the meeting have since been circulated. The Committee Chair updated on the staff pay remit which is now approved. Committee members commended the executive team for the work done and effective cooperation in this area over the years.

Agreed:

- To note the report.
- To thank Committee members for the support and advice given to the organisation.

**8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER
REF IOPC 01/21/08)**

The Deputy DG (Ops) briefly noted as follows:

- National ops – had really positive performance in December which is attributed to the good work and plans put in place by the Head of National Operations about two months earlier. There are however ongoing risks to performance in these functions given the number of staff who are impacted by carers' plans. Forecasting to year end is taking place but it is expected that:
 - Referrals –the 80% target is likely to be achieved.
 - NR appeals – this is likely to remain at about 40% against the target.
 - Investigation appeals – this is likely to be about 5-10% below target. This is to be expected given that there are now fewer appeals coming in (under the old legislation) and our ability to influence previous performance is low.
 - Reviews – additional resource has been put into this area with really good results. End of year performance is likely to be around 50%.

- DSI – more resources have been allocated here and it is envisaged the target will be met. Given the circumstances, this is a good result for the year end.
- On a broader level, she noted as below:
 - referrals are down (54 received last week, yearly average is 84). This mirrors the trend during the last lockdown. It is also important to note that independent cases started are also down with only 6 started last week. This is compared to the average of about 10. This is also reflective of the first lockdown. This means that the year-end figure is likely to be around 450 (below the previous target of about 500). The 450 should be viewed as achievement given the challenges brought by the pandemic.
 - complexity of cases should also be noted (such as those with discrimination issues) and taking on more thematic cases.
 - Timeliness – this continues to progress well. The completion number is down from last year which reflects dynamics such as the legislative change. Also, noting the cases investigated for over 12 months, the biggest causes of delay are those linked to trials, CPS charging decisions, coroner issues, difficulty interviewing officers, legal advice etc. These are being closely monitored and learning is being identified.

The Director S&I, briefly provided context to the dip in confidence noted in the report, including the likely impact of the BLM campaign. She noted that this has been discussed by the Youth Panel, including factors outside the IOPC's control. The outcome would be shared in due course.

The Board discussed and sought clarification as follows:

- Remote working and quality risk – the Board enquired how work is being managed to assure quality – it was explained that this is a relatively young area but there is currently good local case management ongoing. This has continued to grow with good discussions held on learning and improvement to enhance quality.
- The challenges of post-investigation work – it was noted that in some cases, matters which should be completed in 6 months take much longer due to wider systemic failures/challenges such as timing of trials, coronial issues and CPS charging decisions. There are currently additional delays in some of these areas as a result of the pandemic. There was discussion around whether external attention has been drawn to this risk. The Deputy DG informed that platforms such as HASC has provided the opportunity to bring this to attention. Also, the recent report published by the inspectorate about delays in the criminal justice system highlighted some of those issues. The Board emphasised the importance of communicating such challenges for which the organisation is not responsible. It also noted the need to respond more strongly to stakeholders who have continued to hold the organisation responsible for wider system delays.

Agreed: To note the report.

9. RESOURCES (ORAL)

The Head of Finance noted the key messages in the report including:

- The current forecast of around £250K overspend. The latest figure could be higher and is dependent on the outcome of discussions with SSL. The related regularity issue has been discussed with the Home Office and should be formalised in April.
- Capital – there is overspend of about £370K. The Home Office has also been notified and has promised additional money. For purposes of regularity, this will also be formalised later.
- Next year's budget/funding – he updated on progress. A response is envisaged from the Home Office by early February. The Deputy DG(S&CS) updated on budget assumptions based around two scenarios. He noted the planning and savings challenges presented by the uncertainties. Discussion is ongoing at management board level on prioritisation etc.

Agreed: To note the report.

10. ORAL UPDATE FROM THE DG

The DG briefly reported as follows:

- Staff pulse survey – results from the December survey have been received. This showed indicators of the pressure/impact of the pandemic on staff welfare, wellbeing and capacity etc. He noted the variety of support being provided.
- Performance – as noted previously, performance has been positive in spite of the challenges.
- College of Policing – he briefed on the position with the new interim chief executive and updated that he would meet with the new chair shortly.
- International Cooperation – he appeared before the French Parliament recently to speak on IOPC work. This was well received
- Home Affairs Select Committee (HASC) – oral evidence has begun, and it is envisaged that the IOPC will be invited to appear before the HASC in due course.

Agreed: To note the report.

11. BOARD MEETING ATTENDANCE (PAPER REF IOPC 01/21/11)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

12. FORWARD PLAN (PAPER REF IOPC 01/21/12)

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.

13. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 01/21/13)

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

Agreed: To note the document.

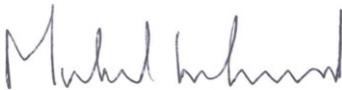
ACTION: GOVERNANCE SECRETARY

14. ANY OTHER BUSINESS

There was no other business.

The Chair noted some of the significant achievements over the last few years. He thanked colleagues and NEDs for the work done to date, helping to navigate challenges and building a solid foundation for the organisation.

On behalf of NEDs, the Senior Independent Director (SID) also thanked the Chair, the executive team, the secretariat and wider staff for all of their support and hard work to date.

NAME	Michael Lockwood
SIGNATURE	
DATE	31 March 2021

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

Board

Time: 10.30am

Date	Venue
Wednesday 24 th February 2021	Canary Wharf/Virtual
Wednesday 24 th March 2021	Canary Wharf

HR and Remuneration Committee

Time: 10:30am

Date	Status
Thursday 11 th February 2021	Virtual