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Board Meeting

Date & Time: Wednesday 12 September 2018 at 10:30am

Venue: London (Rm 2.10)

Present:

Michael Lockwood	Director General
Geoffrey Podger	Senior Independent Director (SID)
Mary Lines	Non-Executive Director
Manjeet Gill	Non-Executive Director
Andrew Harvey	Non-Executive Director
Bill Matthews	Non-Executive Director
Ian Todd	Deputy Director General (Operations)
Kathie Cashell	Director, Strategy and Impact

In Attendance:

David Emery	General Counsel
Mike Benson	Head of Finance
Lindsay Harvey	Business Planning and Projects Manager
Karen Jamieson	Risk and Audit Manager
Michele Fisher	Health and Safety Manager
Margaret Bruce	Governance Secretary

1. WELCOME AND INTRODUCTIONS

The meeting commenced and was quorate¹. The Chair welcomed all members to the meeting. The Chair also took the opportunity to introduce the new Director, People who commenced office earlier that week. The Director gave a quick brief on her background and what she had been doing since assuming office. She looked forward to contributing to the DG's transformation agenda.

2. APOLOGIES

The Board received apologies from Catherine Jervis and Kevin Woodrow.

3. DECLARATION OF INTERESTS

There were no declarations of interests. The Chair took the opportunity to update that the Board and Director register of interest document had been published.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 11 JULY 2018 (PAPER REF IOPC 09/18/04)

The Board considered the minutes of the last meeting held on Wednesday 11 July 2018. It agreed to approve the minutes as a correct record. The Chair signed the document for the IOPC record. The Board noted that the minutes would be published in line with the Standing Orders².

5. MATTERS ARISING FROM PREVIOUS BOARD MEETING (PAPER REF IOPC 09/18/05)

The Board considered the following matters arising from its July meeting. It noted as follows:

- **Item 4 (bullet point 1)** – Re Action Plan on GDPR – the meeting noted the document circulated by the Director, Resources and called for more clarity and consistency in the information provided such as the work already completed and the associated completion dates. There was specific request for action plan for next steps. It was recommended that further information and specific details be provided on these areas as well as highlighting any outstanding areas of risk/concern that the Board should be aware of.

Action: Director, Resources

- **Item 7** – Re action to liaise with the National Statistics Office (NSO) on sharing pre-released report on deaths in police custody with members. The next report is due in July 2019 and the IOPC will endeavour to liaise with the NSO prior to release.

Agreed: to note.

¹ SO 10.12.1 – Quorum shall be 6 members. The majority must be Non-Executive members.

² Sub-para 10.13.1 of SO.

6. REPORT FROM COMMITTEES – STANDING ITEM

- The Board welcomed the timely publication of the IOPC Annual Report and Accounts. It also commended the team for the significant improvement upon last year's process.
- The Chair (HR & Remuneration Committee) informed that he will be meeting with the new Director, People in the next few weeks.

Agreed to note.

7. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 09/18/07)

The Director, Strategy and Impact noted as follows:

- The report before the meeting reflects performance up until the end of July.
- All board meeting dates have been reset and are now aligned with the business cycle for reporting.
- In terms of performance, there are many green ratings on the dashboard and one amber.
- In terms of the public perception tracker, there is a shift in confidence. It may be necessary to look at the end of year to better see the overall trend. There is still work to be done to get to where the IOPC wish to be.
- The project portfolio currently consists of 12 projects, the majority of which carry amber ratings.
- The 'plan for a plan' project is also part of the project portfolio. This aims to develop a plan to implement the DG's proposition as part of the strategic plan. The concept of one plan is new and coordination is needed. Also, the one plan will aim to address the problem of taking on too much as it will only focus on priority areas. The projects in the report will be merged in the one plan and this will also result in better reporting and give more assurance.

The Deputy DG (Operations) noted as follows:

- Generally performance is very good.
- The number of investigation appeals and local resolution appeals completed within 35 working day remains above target. This has a green rating.
- The number of investigation appeals upheld in July decreased but the overall percentage of upheld non-recording appeals remain consistent. Both have green ratings.
- Timeliness for completing independent investigations remain stable. The percentage of independent investigations completed within 12 months remain slightly below target (and therefore has an amber rating). The focus is on making improvements in this area.
- Revised policies and procedures on IOPC staff complaints are in progress.

The Chair also briefed on the efforts to promote the IOPC and distinguish it from the previous organisation.

The Board discussed the projects, in particular the need to report developments under each project and perhaps their interconnections and integration. It was agreed that further

work is required on the report and there is already ongoing work in this area. Ms Lines volunteered to meet with the Director to discuss and make some recommendations for improvement and clarification on the way the report is structured. **Action: Director, Strategy and Impact/Ms Lines**

The Board also noted that as the organisation moves into having new strategic priorities, it will be necessary to set performance expectations and reports to reflect them.

Agreed:

- To note the report.
- To commend the high levels of activities reflected in the report.

8. RESOURCES REPORT

The report was presented by the Head of Finance. He noted that the report is up to the end of July but there has been no significant change in August. He highlighted the key points as follows:

- Core Business – still forecasting a small overspend of £0.23m (£0.35m last period) at March 2019. This is attributed to matters such as the dual running costs for Holborn and Canary Wharf. Recovery of the cost is expected from the GPA.
- Underspend risk - has been assessed in the forecast at £1.5m. The next few meetings with budget holders will focus on the risk areas. Directors have been advised accordingly.
- Hillsborough – there is underspend forecast of £0.6m (£0.50m last period). This is attributed to a variety of reasons. Consideration is being given to work which can be brought forward, also the implication of the recent court decision on Bettison and other costs.
- Capital – is forecast to be on budget but there have been some delays in terms of legislative change.
- Staffing – some changes are expected in this area.

The meeting raised the following matters:

- Recruitment of the new Deputy DG which was not previously budgeted for. The Board wondered whether this would now be part of the budget. The response was that some adjustment would be made in the Period 6 budget to accommodate this, but provision would be made in the budget for the next F/Y.
- Early planning – this had been discussed at previous Board meetings. There were enquiries about whether this is now being implemented. The meeting was informed that this is in progress. As a preliminary step, all function heads have been asked to submit delivery plans for the next three years aimed at achieving the proposition to get the IOPC from good to great.
- Resources - Management Board monitor the emerging underspend on a monthly basis in order to identify where this could be utilised.
- The need for stakeholders to be aware of the financial pressure/budgetary challenges faced by the IOPC. The Chair informed that attention is always drawn to this at meetings held with key stakeholders. Some areas have been identified for making savings. Staff could also advise on where to make savings.

- Additional funding requested on the delivery of the proposition as well as the benefits of legislative change. The meeting was informed that the relevant documents are being prepared and would be shared with members in due course.

Agreed: To note the report.

9. ORAL UPDATE FROM THE DG

The DG reported as follows:

- A significant amount of time has been spent meeting with key stakeholders and getting the messages out. The DG attended and spoke at the Police Superintendents Association conference the previous day. The conference was well attended and the speech was well received.
- The DG has also attended other meetings with the below (and received very good feedback on the proposition):
 - the Policing Minister
 - the Home Secretary
 - Sir Peter Bottomley and Lord Toby Harris to raise the IOPC profile and its future plans.
 - The Police Investigations and Review Commissioner in Scotland (meeting was made possible by Bill Matthews, a non executive member of the IOPC)
 - Rebecca Lawrence (Chief Executive of the Mayor's Office for Policing and Crime)(MOPAC)
 - Rebecca Hilsenrath (Equality and Human Rights Commissioner).
- At these meetings four key messages have been consistently highlighted and have been well received notably:
 - Thematic investigations and the emphasis on learning
 - A bolder definition of the word 'Independence'
 - Strengthening community focus (working with families)
 - Improving timeliness of our investigations.
- The DG also reported that he has participated in a video shoot with young people to be distributed in schools as part of raising awareness among young people in order to build confidence in policing and the IOPC. This was very positive.
- Recruitment – the Director, People started earlier this week. The Deputy DG responsible for strategy and corporate affairs has also been recruited and is awaiting security clearance.
- The DG updated on the latest developments in relation to the section 22 guidance on achieving best evidence in deaths or serious injury matters. Board members emphasised the importance of moving this forward to a conclusion.

The Director, Strategy and Impact briefed the Board on the police complaints statistics report due to be published soon. This is to be distinguished from the earlier report on deaths in or following police contact. Copies of the new report would be distributed to members after the meeting. This usually generates a lot of interest particularly in the regions and it is an opportunity for the Regional Directors to engage within their respective areas.

The Deputy DG (Operations) also updated the Board on matters relating to Hillsborough such as the recent CPS charging decisions. Some trials will proceed next year. Where

decisions have been made to discontinue charges, such decisions are now subject to the victims' right of review.

Agreed to note the reports.

10. RISK APPETITE STATEMENT

The statement was presented by the Risk and Audit Manager. This is aimed at developing a risk appetite for the new IOPC, to promote innovation and to address the perception of being risk averse. Setting a risk appetite is a key aspect of the planning process as this helps to consider the type/nature of risk the IOPC can tolerate in achieving its strategic objectives. It also presents opportunities for improvement.

The presenter recalled that the Board considered a draft statement at its June meeting. The feedback received has been incorporated and the revised document is presented to the meeting. She explained the mode of assessing risks in the organisation through business functions. She invited members to comment on the document.

The Board discussed and welcomed the renewed approach to risk. It noted the variety of areas reflected in the document and acknowledged that there are areas where boundaries could be pushed in order to make progress. Nonetheless it is important to have balance between risk and innovation. It agreed that innovation does not obviate the need to work within the delegated decision-making framework. It recommended some minor amendments in the area of appeals to provide more clarity in scope. It also, recommended some adjustment in the front end narrative to encourage a risk mind-set and culture which should reflect that this is as much about making a leadership judgement in situations. This means that staff will exercise individual judgement but they will be guided accordingly. This is important given that there may be occasions where more than one risk will arise and a decision needs to be made on which is a lesser risk.

Agreed:

- To note and approve the document subject to the amendment.
- That the document will inform the new IOPC strategic plan.
- That it is a living document and will continue to be reviewed alongside the strategic plan.

11. IOPC MISSION AND PRIORITIES

The paper was presented by the Director, Strategy and Impact. The aim was to update the meeting on the consultations held with staff and the outcome on the proposed one plan document (i.e. the new IOPC Strategic Plan). She briefed on the work of the business working group and recalled the Board's discussion at its last meeting. She noted as below.

- **IOPC Mission** – at its previous meeting, the Board recommended a fusion of the vision and mission for the IOPC. It proposed three mission options and directed that consultations be undertaken with staff with a view to identifying a single broad IOPC mission. Following extensive consultation with staff, Option 3 was the clear favourite and staff involvement was much appreciated. It was recommended that the Board approve Option 3.

Agreed to approve Option 3.

- **IOPC Priorities** – Under the current Strategic Plan there are six strategic objectives. A working group was established to work on these. Following consultation and extensive debate with senior staff, this has now been consolidated into four memorable priority areas supported by narratives on what they mean. The four areas reflect the complaints system, policing and accountability as well as efficiency and effectiveness. It was recommended that the Board consider and approve the new priorities. This will form the basis of the new three year strategic plan which will be presented to the October Board meeting.
- **Values** – this is in progress and is also being staff-led. The consultation process has been welcomed and highlighted the importance of ownership. The outcome will inform the final strategic plan to be presented in October.

The Board considered and extensively debated each priority area. Members recommended some amendment in the drafting but overall believe that these are sufficiently broad with room for flexibility to accommodate stakeholders' position and interests as well as achieve balance. Questions were raised in relation to associated resources. The Director informed that functions have been asked to draft their respective business plans which would inform resource allocation.

Agreed

- To approve the four priorities for the IOPC.
- That the draft One Plan would be presented to the Board at its October meeting and significant time would be dedicated to the item on the agenda.
- To commend the Director (S&I) and her team for the excellent work done.

12. ANNUAL HEALTH AND SAFETY REPORT (PAPER REF IOPC 09/18/12)

The report was presented by the Health and Safety Manager. The Board noted that the report had already been presented to the HR and Remuneration Committee which met for the first time on Wednesday 4th July 2018. The Committee will receive quarterly reports on H&S and an annual report will also be presented to the Board following scrutiny by the Committee.

The presenter noted the achievements in the previous F/Y and highlighted the priorities for the current F/Y. She highlighted the inquiry that had taken place in relation to stress related issues. She informed that this has now been consolidated within the wellbeing agenda and a holistic approach is being adopted. It was recommended that this be reflected in the report to provide clarity that the matter is being addressed and the organisation is providing support.

Agreed: to note the report.

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/18/13)

The Board considered the report presented by the Governance Secretary.

Agreed: to note the report.

14. FORWARD PLAN (PAPER REF IOPC 09/18/14)

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 09/18/15)

The Chair noted that the Board and Committees meeting dates for F/Ys 2019/20 and 2020/21 have been agreed by email. The dates are now aligned with the IOPC business cycle reporting. He also recalled the discussion about streamlining the rotation of meetings between offices. The locations would be reviewed in due course.

Agreed: to note the report.

Action: Governance Secretary

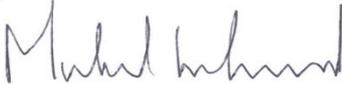
16. ANY OTHER BUSINESS

The Board discussed and noted as follows:

- The Home Office Dashboard published in July 2018.
- Deaths in or following contact statistics - . The meeting raised the issue of members' response to the report and the need to publish some data. It agreed to revisit the matter.
- Complaints against the IOPC – The Board requested further information on how complaints are being dealt with by the IOPC in comparison with the previous regime. It was advised that a revised complaints procedure is in progress and would be presented to the October meeting.

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

The meeting was followed by a tour of the offices to engage with staff.

NAME	Michael Lockwood
SIGNATURE	
DATE	10 October 2018

Schedule of Actions

Agenda Item	Responsibility
5	Director, Resources
7	Director, Strategy and Impact/Ms Lines

IOPC Board - Future Meeting Dates/Times/Venue

F/Y 2018/19

Time: 10.30am

Date	Venue
Wednesday 10 th October 2018	Cardiff
Wednesday 14 th November 2018	Croydon
Wednesday 12 th December 2018	Sale
Wednesday 13 th February 2019	London (Canary Wharf)
Wednesday 20 th March 2019	Wakefield

F/Y 2019/20

Time: 10.30am

Date	Venue (tbc)
Wednesday 24 th April 2019	London
Wednesday 29 th May 2019	London
Wednesday 26 th June 2019	London
Wednesday 24 th July 2019	London
Wednesday 25 th September 2019	London
Wednesday 23 rd October 2019	London
Wednesday 27 th November 2019	London 2-4.30pm
Wednesday 29 th January 2020	London
Wednesday 26 th February 2020	London
Wednesday 25 th March 2020	London

F/Y 2020/21

Time: 10.30am

Date	Venue (tbc)
Wednesday 29 th April 2020	London
Wednesday 20 th May 2020	London
Wednesday 24 th June 2020	London
Wednesday 29 th July 2020	London
Wednesday 23 rd September 2020	London
Wednesday 21 st October 2020	London
Wednesday 25 th November 2020	London
Wednesday 27 th January 2021	London
Wednesday 24 th February 2021	London
Wednesday 24 th March 2021	London

ARAC - Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

Date	Status
Tuesday 30 th October 2018	“
Tuesday 22 nd January 2019	“

F/Y 2019/20

Date	Venue
Tuesday 16 th April 2019	London (Canary Wharf)
Wednesday 12 th June 2019	“
Wednesday 16 th October 2019	“
Wednesday 22 nd January 2020	“

F/Y 2020/21

Date	Venue
Tuesday April 14 th 2020	London (Canary Wharf)
Tuesday 9 th June 2020 or Wed 10 th June	“
Tuesday 13 th October 2020 (or Wed 14 th October)	“
Tuesday 19 th January 2021(or Wed 20 th)	“

HR and Remuneration Committee

- Future Meeting Dates

Venue: London (Canary Wharf)

Time: 10:30am

F/Y 2018/19

Date	Status
Wednesday 17 th October 2018 at 2.00pm	“
Monday 7 th January 2019 at 2:00pm)	“
Thursday 14 th March 2019 at 10:30am	“

F/Y 2019/20

Date	Venue
Wednesday 1 May 2019	London (Canary Wharf)
Wednesday 17 th July 2019	“
Thursday 7 th November 2019	“
Thursday 13 th February 2020	“

F/Y 2020/21

Date	Venue
Tuesday 5 th May 2020	London (Canary Wharf)
Wednesday 15 th July 2020	“
Thursday 5 th November 2020	“
Thursday 11 th February 2021	“

