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Board Meeting

Date & Time: Wednesday 28th April 2021 at 10:30hrs

Venue: Virtual Meeting

Present:

| | |
|-------------------|---|
| Michael Lockwood | Director General/Chair |
| Geoffrey Podger | Senior Independent Director (SID) |
| Bill Matthews | Non-Executive Director |
| Catherine Jarvis | 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) |
| Liz Booth | Director, People (Item 11) |
| 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 |
| Holly Tunley | Head of ODDT (Item 11) |

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

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 31ST MARCH 2021 (PAPER REF IOPC 04/21/04)

The Board considered the minutes of the last meeting held on Wednesday 31st March 2021.

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 04/21/05)

There were no matters arising.

6. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 04/21/06)

The Director S&I recalled the general consensus on the key performance indicators (KPIs) shared at the last Board meeting. She informed that introductory conversations had commenced on Strategy 2 and future KPIs would be an integral part of this as the conversation progresses. She informed that a session would be organised for the Management Board and the Unitary Board respectively for discussion to align the year end public perception tracker results and the stakeholder survey results (being published soon). She noted that the findings from this year's stakeholder survey were positive.

The Deputy DG (Ops) remarked on the positive end of year operational performance. She noted that even though the KPIs for last year had been set pre-Covid, they were broadly delivered despite the disruption and uncertainties brought by the pandemic. She applauded colleagues and the teams for this achievement. She highlighted below:

- 91% of investigations (86% including DMI) were completed in 12 months. This exceeds the 85% target.
- 63% of cases were completed in 9 months and 38% in 6 months.
- 465 cases were opened and 460 completed. The average time was 8.4 months versus 9.3 months the year before.

- The area of most concern is post-final work (404 cases fell into this category at year end). This is where the effects of delay in other parts of the system is acutely felt. The work on Future Design is aimed at addressing some of the challenges in this area.
- A significant number of investigations were commenced but less than the year before (as noted in the report). Lower closures reflect the fact that last year there were quite a high number of legacy cases that were completed.
- There are approximately 30 cases over 12 months old (25-26 in core and 4 in DMI). Reasons include pending/parallel criminal proceedings, Covid-19 related matters and other complex matters. These are being closely monitored.
- Casework – the reviews figure is down as anticipated. The transfer from appeals to reviews has been challenging. The effect of the pandemic and carer's plans has also been greatest in this area. Local DSI reviews have been very good.

The Board discussed and sought clarification as below:

- To note and commend the organisation's good performance over the past year and performance outcomes.
- To recommend that ARAC discuss and receive assurance on the delivery of covert activities.
- To consider the relationship between quality and timeliness in casework in the context of performance reporting, given that timeliness is an element of quality. It was explained that input on quality is envisaged during the formation of Strategy 2.
- To acknowledge the challenges in trying to define quality but note that minimum standards are set for investigations based on matters such as legal requirements and service user experience etc., thus ensuring they lead to better quality outputs and progress.
- To note the reference to the recent recruitment of operational staff, and enquire how long it takes to induct and train them and bring them to the required standards in order to ensure quality. It was explained that there is a balance between external and internal recruitment. This is a competitive area and sole reliance on external recruitment would be difficult given the other public sector investigatory bodies besides the IOPC. There is a good training programme in place for investigators which ensures they are well trained and become accredited with high standards. However, experienced investigators become highly competitive and can be lost to other organisations. Exit interviews are always conducted to understand and address reasons for leaving (where possible).
- To emphasise the importance of the EDI strategy (noted under item 11) in ensuring good workforce representation in the organisation (without compromising on quality and competence).

Agreed: To note the report.

7. RESOURCES (PAPER REF IOPC 04/21/07)

The Head of Finance highlighted the following:

- This year, there has been overspend of £300k. The Home Office is aware and has agreed it.
- Significant savings have been made from ICT disaggregation and from spending on travel.

- Hillsborough – there is a £1m underspend attributed to rescheduling of staffing requirements arising from the criminal trials etc. but it should be recalled that ring-fencing of the HB budget has been removed and the underspend deployed to core business.
- Capital budget expenditure was approximately £2.9m against a budget of £3 million.
- The tendency for any late underspending to emerge has been addressed with improved forecasting.

The Board discussed as below:

- The good financial year end results and the improvement in forecasting and budget management.
- The accrual of annual leave - the importance of ensuring a balance with operational continuity and capability was stressed. Discussions have been held with managers about this. Detailed information would be provided to the People and Culture Committee at its May meeting. **(ACTION)**

Agreed: To note the report.

8. ANNUAL REPORT AND ACCOUNTS (ARA) 2020-21 (PAPER REF 04/21/08)

The Head of Finance updated the Board on the arrangements for the 2020/21 ARA. He informed that the report before the meeting sets out the process/timelines for filing of the ARA before parliamentary recess. The process is the same each year, but the timetable can be challenging. The timetable was annexed for easy reference and it is envisaged that the Board will have sight of a draft ARA by mid-May before presentation to the June meeting of the ARAC (for review and recommendation) and the Board (for sign-off) respectively. Laying is envisaged for mid-July.

Agreed: To note the report.

9. BUSINESS PLANNING (REPORT REF: IOPC 04/21/09)

The Director S&I presented the report and Business Plan. She was supported by the Business Planning Lead and the Head of Business Development. The Board's attention was drawn to the following:

- The document is the external facing version to be published following ministerial sign off.
- The document comprises the priorities, overview and the specific work to be done in delivering the objectives as well as the associated KPIs etc. Copies have been circulated for feedback. Feedback had been received from the Home Office and there were some enquiries around timeliness, measures around national ops and around service user/complainant satisfaction. The necessary responses are in progress.
- The work around developing Strategy 2 – a session is being organised for Board discussion in May. The agenda is in progress and will be circulated along with the necessary documents to prepare members for the discussion at the May meeting.

- Internal Communications are being circulated to staff reflecting on the achievements over the last two years of the strategic plan, the main priorities for this year and to start the conversation on strategy 2.

The Board noted the ongoing work aimed at learning lessons from major cases with resulting improvement on future cases. It also noted the work around oversight, embedding legislative reform as well as sequencing etc. An update would be provided to the May meeting. It advised caution in ensuring the published document is realistic (rather than aspirational) on delivery.

Agreed: To note the report.

10. ORAL UPDATE FROM THE DG

The DG noted the variety of presentations he has made since the last meeting including to CAPLO – comprising Federation Conduct leads across the country where he updated on performance, achievements, priorities and approach to learning etc. He further noted as below:

- He had attended community events such as the fairness and equality event in Essex (where matters of concern such as Stop and Search and use of Taser etc were discussed).
- He attended the Young Carers workshop via the IOPC Youth Panel – to raise awareness and improve understanding of the IOPC and its work.
- He had a virtual meeting with John Robins – Chief Constable, West Yorkshire Police.
- He will be making a presentation tomorrow at the National Black Police Association conference.
- The Home Affairs Select Committee (HASC) inquiry is ongoing - 19 May has been confirmed for IOPC appearance.

The Deputy DG (Ops) also updated on some high-profile cases. The Deputy DG (SCS) briefed on ongoing work to develop new ways of working post Covid-19. He noted the variety of models being considered for consultation and the pragmatic approach to be adopted. He also briefed on the Canary Wharf office and the possible work on reconfiguration. Updates would be provided in due course.

Agreed: To note the report.

11. EDI STRATEGY (PAPER REF IOPC 04/21/11)

The Director, People introduced the strategy. She was supported by the Head of Organisational Design, Development & Talent. The Board noted as follows:

- The origin of the work aimed at transforming the organisational approach to equality, diversity and inclusion (EDI).
- The variety of consultations held with different groups and representatives, input from the ENEI (an external service provider which conducted a review of the processes and made recommendations aimed at developing a consolidated approach) and the previous HR and Remuneration Committee. Given the recent review of Board composition, it might be necessary to send the document to the newly established

(People and Culture) committee for further input before returning to the Board for approval.

- The strategy reflects genuine collaboration comprising internal and external engagements (such as working with service users etc). It is intended to be a living document.
- It also reflects the organisational values and the inclusive culture being developed. It is underpinned by objectives such as the desire to attract a more diversified workforce and support progression within the organisation.
- It aims to develop organisational knowledge of protected groups and ensure accessibility for all in order to improve public confidence.

The Board welcomed the strategy and noted other policies (such as the Respect Policy). It noted that the new People and Culture Committee is yet to make input and recommended that the document be referred for the Committee's review and onward recommendations to the Board.

Agreed:

- To refer the document to the People and Culture Committee for further review and recommendations to the Board.

12. BOARD MEETING ATTENDANCE (PAPER REF IOPC 04/21/12)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

13. FORWARD PLAN (PAPER REF IOPC 04/21/13)

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.

14. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 04/21/14)

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

Agreed:

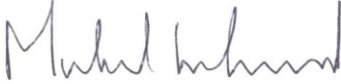
- To note the document and the extended strategy meeting planned for May.
- To consider future discussion on continuity of virtual meetings.

ACTION: GOVERNANCE SECRETARY

15. ANY OTHER BUSINESS

There was no other business. The Chair informed that this is the last meeting for the SID (Geoffrey Podger). The Board thanked him for his contribution over the years and wished

him well for the future. The SID also thanked the Chair, members and other colleagues for their support over the years. The new SID would be announced in due course.

| | |
|------------------|---|
| NAME | Michael Lockwood |
| SIGNATURE |  |
| DATE | 23 rd June 2021 |

Schedule of actions

| Agenda Item | Action by |
|--------------------|------------------|
| | None |
| | |

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

Unitary Board

Time: 10.30 – 13:00 hrs

| Meeting Date | Venue |
|---|----------------------|
| Wednesday 26 th May 2021 (10-4pm) | Canary Wharf/Virtual |
| 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 |
|--|---------|
| Wednesday 9 th June 2021 | Virtual |
| Wednesday 13 th October 2021 ¹ | “ |
| Wednesday 19 th January 2022 ² | “ |

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 | “ |

¹ Preceded by informal meeting (at 10.00) with Executives only.

² Preceded by informal meeting (at 10.00) with IA and EA only.