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Board Meeting

Date & Time: Wednesday 25th November 2020 at 10:30hrs

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:

Rob Barnes	Head of Business Development (Item 12)
Mike Benbow	Director, Hillsborough (Item 13)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
Amy Cridge	Business Planning Lead (Item 11)
David Emery	General Counsel
Michele Fisher	Health & Safety Manager (Item 14)
Katy Gooblar	Knowledge Manager (Item 8)
Chris Mahaffey	Lead Senior Investigator (Item 13)
Chris Simpson	Planner (Item 13)

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 interests.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 21ST OCTOBER 2020 (PAPER REF IOPC 11/20/04)

The Board considered the minutes of the last meeting held on Wednesday 21st October 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 11/20/05)

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

Action: To receive a report on Hillsborough at the November meeting. This is addressed under item 13.

Agreed: To note the report.

6. REPORT FROM THE HR & REMUNERATION COMMITTEE MEETING HELD TUESDAY 24TH NOVEMBER 2020 (ORAL)

The Committee met the previous day. The Committee Chair informed that this was the last meeting before the impending changes to the non-executive members in January 2021. In view of this, the meeting reflected on the variety of work done and achievements since the Committee was established in 2018. It noted areas such as Health and Safety including the last annual report (also under item 14 below), Future Design, Equality, Diversity and Inclusion (EDI) amongst others. It also looked at future work, challenges and impact on people matters and organisational readiness to tackle them. The minutes would be circulated in due course.

Agreed: To note the report and thank colleagues for the work done.

7. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (HELD WEDNESDAY 14TH OCTOBER 2020 (PAPER REF IOPC 11/20/07)

The Committee Chair recalled the oral briefing provided at the last Board meeting. The minutes of the Committee meeting have been circulated to the Board.

Agreed: To note the report.

8. STRATEGIC OBJECTIVES – PERFORMANCE AND PROGRESS REPORT (PAPER REF IOPC 11/20/08)

The Director S&I briefly noted as follows:

- Work is ongoing to improve reporting to the Operations Management Board (OMB) to ensure availability of information required to manage the business and match capacity and to improve data quality to inform outcomes and confidence.
- Further work is planned such as the performance workshop in December, to identify gaps and look at the right indicators for next year. Work is also ongoing to broaden reporting (beyond operational performance) across all the strategic priorities. Following the request at the last meeting, some members of the NED team have provided feedback and a report would be presented to the Board in due course.

The Deputy DG(Ops) reported on operational performance as follows:

- **Core investigations**
 - **Volume** - this is no longer a formal measure but is still being monitored (as a demand indicator). It is important to note that the legislative change and Covid-19 has impacted on volumes (rising and falling) making it unpredictable. Analysis is being done on the causal factors and trends are being monitored. On average, it is expected that the volume of independents would be broadly at the level expected by the year end. The nature of cases has changed e.g. – discrimination cases have increased significantly and are increasingly complex in nature. The IOPC is already working on this thematic area with the subject matter network sharing expertise and good practice.
 - **Timeliness** - Investigations completed in 12 months are 90% YTD (above the 85% target). The average age of closed cases has reduced by one month in comparison with last year. This is a positive sign – indicating there is progress in the right direction – and there are plans for further improvement.
 - **Post closure report work** – this is increasing quarterly and has gone up in the last 2 quarters (from 320 cases in April to 429 in October). This now represents over half of the caseload in some regions. This is challenging and is not reflected in the report. Much of this is outside the control of the IOPC as it is linked to the CPS, misconduct or coronial process. Overall, average workload for investigators has increased as a consequence and steps have been taken to improve staff support and wellbeing to maintain performance.
 - **Recruitment** – there are still some challenges in areas such as short-term recruitment given government restriction but this is being monitored. Bi-monthly national tasking meetings are also being held to review work across the board.

- **Major Investigations (DMI)**
 - These cases are small in number but take longer and are more complex.
 - 25 cases were closed (YTD) - an indication of good progress but steps are being taken to speed up processes such as disclosure. Overall, colleagues are doing well.
 - Anti-Corruption Unit (ACU) – work is also increasing in this specialist area and this is being monitored closely.

- **National Operations**
 - Performance has been impacted by the legislative changes and moving from appeals to reviews.
 - Appeals and reviews – given the legislative changes, appeals are reducing (but not as quickly as expected – with delays impacted by the pandemic) and reviews increasing. This is being closely monitored. There is now a team dedicated to the (more complicated) appeals as they come through. Training has been provided to the majority of colleagues in relation to review work. The new processes will take time to adapt to but this is being closely monitored. The training also means there is flexibility for colleagues to move between appeals and review work.
 - Overall, there is an impressive level of performance from the teams who have managed well in spite of the challenges of the pandemic.

The Board discussed and sought clarifications as follows:

- To enquire how the workload is being profiled (with the legislative changes). It was explained that in terms of broader planning the Assessment Unit work is shared and where there are significant cases requiring particular input the work would be allocated accordingly. Flexibility is also applied which allows colleagues to work across regions and use their skills as required. There could be challenges such as where a colleague is seconded to another part of the business but this is monitored to ensure opportunities for secondment are considered by the OMB before going out to staff.
- One of the reasons given for the drop in the review timeline is training. It was explained that the drop was inevitable given the effect of legislative changes, review work would increase and appeals reduced but the slow pace of reduction in the latter had not been anticipated.
- The increase in discrimination cases in London is positive in view of the aim around increasing confidence. The Chair emphasised the importance of improving confidence and encouraged members to contribute to the December Board meeting where this would be discussed extensively.
- To enquire about learning at the police level. It was explained that there have been notable successes linked to learning. For example, the stop and search learning recommendations to the MPS were well received and supported by stakeholders.
- To note that the focus on key areas relating to the BAME community (e.g. use of force, use of taser, stop and search) has produced positive results.
- To note and commend the awareness raising work done by the Director, London. Also, to emphasise the need to be prepared for the significant change post-Covid and ensure resource availability. The meeting was assured about resources (including secondments and sharing expertise between teams).
- To enquire about the decision to take on cases. It was explained that selection of referrals for independent investigation (excluding those which are necessary under the

statute) focuses on cases able to drive confidence. The new power of initiative can also be used where considered necessary.

- To note the impact of the pandemic on overall capacity and enquire about the specific areas affected. Whilst some have been addressed, it was enquired what more could be done going forward. It was explained that the impact of the pandemic is not unique to the IOPC but areas affected include post closure work, delays from others in the system (noted previously). There is also the risk of remote working continuing for a long time with the consequential impact on the health and welfare of colleagues and their families.

Agreed: To note the report.

9. RESOURCES (PAPER REF IOPC 11/20/09)

The Head of Finance noted that the position is similar to last month. He highlighted as follows:

- Revenue - he recalled the funding cut early this year (by £1m) – in response, the decision was made not to cut budgets but monitor expenditure throughout the year.
- At the beginning of the year we were running with an over-programming risk of £2m. Expenditure is being monitored through the year and there is likely to be an overspend of approximately a quarter of a million. The Home Office (HO) has been notified.
- Capital – capital provided for a new Case Management System will not be used in this financial year so has been returned to the Home Office

The Board discussed and sought clarifications as follows:

- To enquire about the Covid-19 related spending under para 2.8 of the report. It was explained that this went on improving operational performance.
- To note that as work progresses on Future Design (FD), there is a need to understand what the base sustainable budget would be as we move into a new period of delivery under FD.
- To enquire about the circumstances around returning capital to the HO. It was explained that the capital could not be utilised within the current financial year and had to be returned. Meanwhile, a bid has been made for £3m (for this year and the year after) – this should be sufficient but further discussions would be held with IT for confirmation.
- To advise on the need to reconsider the way budgets are issued in order to accommodate challenges which might arise. It was explained that forecasts are now made two years in advance (and foresee future challenges).

Agreed: To note the report.

10. ORAL UPDATE FROM THE DG

The DG reported on his activities as follows:

- Internal Meetings – The DG had meetings with the Staff Council and spoke on the Line Managers' call. These were well attended and remain an effective mode of communication to staff. He noted the effect of the pandemic on staff and the variety of wellbeing support and advice being provided for colleagues.

- External Meetings – The DG spoke at a meeting of the All Party Parliamentary Group on Policing (APPG) – a variety of issues were discussed with good feedback received. He also attended a meeting of the Ministerial Board on Deaths in Custody. The IOPC focus on learning was well received.
- Annual Death Statistics – have now been published.
- Annual complaints statistics are being published imminently.
- A listening day is planned this week with bereaved families who have been directly affected by Taser.
- The DG is speaking to a committee of the French Parliament to share the history of the IOPC and its experience/work.
- The Home Affairs Select Committee (HASC) – written evidence is now on the Select Committee website. Oral evidence will be in the New Year.
- W80 Case – The DG updated on recent developments in this case dealing with the use of force.

Agreed: To note the report.

11. EFFICIENCY PLANNING (PAPER REF IOPC 11/20/11)

The Deputy DG (S&CS) gave a brief overview, supported by the Business Planning Lead. He recalled the previous year when a shift was made to a two-yearly budget planning cycle. He noted that this year has followed a similar approach. Work to date this year has seen all areas of the business identify options for saving 20% of their current budgets and the impact assessment of those proposals. In line with last year, a RAG rating system has been applied to all savings proposals reflecting any potential negative impact on the delivery of the One Plan. Some early decisions have been taken both in respect of future years' spending and savings options. Past proposals have also been checked for relevance and delivery. Assumptions have been made based on flat cash. Matters considered include pay award, pay review, the CMS etc. There are other matters which are yet to be reflected. In essence the analysis presented shows, matters identified last year (and reviewed), matters yet to be decided, those in progress to be delivered and new proposals that have been put forward with varying levels of impact (and complexities) on our ability to achieve objectives. He noted the main areas of anticipated savings and noted there is a balanced position based on current assumptions.

The Board discussed and sought clarifications as below:

- To note the potential pressure areas and enquire whether some of these could be reprioritised and brought forward. It was explained that the pressures are currently being analysed in order to prioritise. This is being kept under review and will also be impacted as the national assumptions change.
- To clarify the estates position and the role of the GPA in these. It was explained that a discussion is ongoing with the GPA in this area to consider options. There is also a need to reconsider the estate strategy to ensure overall value - this is not unique to the IOPC in view of the pandemic.
- To advise caution against relying primarily on remote functioning going forward given the complexities associated with managing and leading an organisation virtually. It was recommended that impact assessment be conducted to consider areas such as performance, morale and innovation among others.

- To note the discussion of the HR & Remuneration Committee the previous day and variety of options proposed under the pay review.

Agreed: To note the report.

12. ONE PLAN QUARTERLY UPDATE (PAPER REF IOPC 11/20/12)

The Head of Business Development presented the report. The aim was to provide a quarterly update on the three-year strategic plan (One Plan). He highlighted the salient points in section 2 of the report noting deliveries under each strategic objective. Annex 1 of the report aligns each activity with the strategic objectives and provides updates on progress. Annex 2 sets out the risk position and main cluster of risks being tracked across the One Plan. Annex 3 provides update on Future Design (FD). Broadly, the organisation is on course and is where it needs to be in the second year of the Plan. The third year would be delivery heavy comprising a significant engagement and implementation activity (especially in operations) to ensure effective change. A balance between change and Business As Usual (BAU) work is required.

Q4 will be spent looking at the engagement implementation plan for FD over 21-22 to ensure it is deliverable and realises the benefits needed. He informed that a decision has been made to prioritise work on a digital evidence and media management system (DEMS). This has become increasingly important in view of the pandemic and will increase the ability to collect and analyse digital materials and files.

The Board discussed and sought clarifications as follows:

- To note the impact of change on BAU matters and the need for balance.
- To support the increased OMB oversight of FD and CMS and ensure integration in the process.
- To support the decision to improve efficiency in the use of digital evidence.
- To enquire whether there has been willingness (by police organisations and the IOPC) to learn from each other in light of the pandemic and recent issues affecting public confidence in policing for example the BLM campaign. It was explained that some of the stakeholder engagement and FD work reflects mutual learning. Also, there is a learning strategy developed and delivered in collaboration with others under strategic priority 2. Further, there is direct work with police forces on learning recommendations with contribution from non-policing stakeholders.
- To emphasise the importance of ensuring that change is implemented holistically so that it works for all stakeholders and the need to provide clarity where this is not the case.
- To note the reference to the heavy delivery in the third year of the strategic plan and enquire about where the organisation would be then. The Chair explained that the work planned for the third year includes taking stock of the work done and highlighting achievements and lessons learnt on other areas and areas requiring review/reprioritisation in response to changing circumstances. Implementation will continue well after the third year depending on circumstances and supported by the technologies introduced/implemented to improve efficiency. The funding outcome next year may necessitate a refocus of work.

Agreed: To note the report.

13. HILLSBOROUGH – UPDATE (PAPER REF IOPC 11/20/13)

The Director, Hillsborough presented the report. He was supported by the Lead Senior Investigator and the Planner. He highlighted a variety of issues including the impending trial and related challenges. He noted the planning work being done to support the trial and informed that a further meeting is being held with the CPS soon. He also noted progress with the final report, legacy work, lessons learnt (which are applicable to the wider complaints system) and others etc. There remains a significant amount of work to be done. The Director informed that he would be retiring shortly and wished the team well in delivering the pending work ahead.

The Chair and members thanked the Director for his many years of service, leadership, dedication, commitment, resilience and positivity since the investigation began. Also, the sensitivity demonstrated which has helped to build and maintain trust and confidence with families. The Director thanked the organisation for the privilege given to serve.

Agreed:

- To note the update and thank the Director and his team.
- To wish the Director well on his retirement and to thank him for his many years of excellent service.

14. HEALTH AND SAFETY ANNUAL REPORT 2019/20 (PAPER REF IOPC 10/20/12)

The Health and Safety Manager presented the report. The report had also been presented to the HR & Remuneration Committee meeting held the previous day. (Item 6 above). The report gave an overview of the work done in 2019/20 FY. The Health and Safety Manager informed that the two main achievements were the successful integration of wellbeing into a single (H&S and wellbeing) framework. A strategy was developed along with an action plan to implement. This has been progressing throughout last year and is ongoing. Other achievements are noted in the report. Major work is also ongoing on two major risk factors - i.e. risk assessment of operations and the driving risk management (corporately). This is expected to be completed by January 2021.

The Board discussed the ongoing review of PPE, the findings and when this would conclude. It was informed that the review found inconsistencies and there are plans to bring a consistent approach towards PPE and ensure colleagues know what is available to them. The PPE review should conclude in early 2021.

Agreed:

- To note the report.
- To acknowledge the good support delivered by the H&S team during the pandemic.

15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/20/15)

The Board considered the report presented by the Governance Secretary.

Agreed: To note the report.

16. FORWARD PLAN (PAPER REF IOPC 11/20/16)

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.

17. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 11/20/17)

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

The Chair noted that the next meeting on 11th December is primarily focussed on discussing matters relating to building confidence.

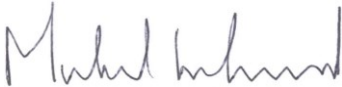
Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

18. 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	11 th December 2020

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

IOPC Board

Time: 10.30am

Date	Venue
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 20 th January 2021 ¹	Canary Wharf/Virtual

HR and Remuneration Committee

Time: 10:30am

Date	Status
Thursday 11 th February 2021	Virtual

¹¹ Preceded by informal meeting (at 10.00) with IA and EA only.