

10 South Colonnade
The South Colonnade
Canary Wharf
London E14 4PU

T 0300 020 0096
Text Relay 18001 0207 166 3000
E enquiries@policeconduct.gov.uk
W www.policeconduct.gov.uk

Board Meeting

Date & Time: Wednesday 27th April 2022 at 10:30hrs

Venue: Virtual

Present:

Julia Mulligan	Senior Independent Director (SID)
Deborah Bowman	Non-Executive Director
Catherine Jervis	Non-Executive Director
Christine Elliott	Non-Executive Director
Bill Matthews	Non-Executive Director
Rommel Moseley	Non-Executive Director
Michael Lockwood	Director General/Chair
Miranda Biddle	Interim Director of Operations – North
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Kathie Cashell	Director, Strategy & Impact

In Attendance:

Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Ed Koerber	Parliamentary Affairs Officer (Item 10)
Marie Morrissey	Head of Private Office
Sarah Woolley	Operations Quality Manager (Item 11)
Amanda Rowe	Interim Director of Operations – South

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and other attendees to the meeting. He also introduced Amanda Rowe and Miranda Biddle (see item 4).

2. APOLOGIES

There were no apologies received.

3. DECLARATIONS OF INTERESTS

Members were invited to declare any interest in the items on the agenda. There were no declarations of interests.

Agreed: to note.

4. APPOINTMENT OF INTERIM DIRECTORS (Ops) (PAPER REF IOPC 05/22/04)

The Chair drew attention to the report circulated before the meeting and briefed on progress with the recruitment of a new Deputy DG(Ops). Interim arrangements are in place with the appointments of Amanda Rowe and Miranda Biddle as joint Interim Directors of Operations. He recommended that Miranda and Amanda serve consecutively as Executive Members of the Unitary Board (as below) pending the appointment of a new Deputy DG(Ops).

- Miranda Biddle (April to September 2022)
- Amanda Rowe (October 2022 to March 2023)

The Board discussed the merits of continuity and agreed that both attend the Board meetings (with Amanda in observer capacity until joining the Board in October).

Agreed:

- To approve the recommendations.
- That Amanda Rowe will continue to attend Board meetings (as observer) until September 2022.

5. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 30TH MARCH 2022 (PAPER REF IOPC 04/22/05)

The Board considered the minutes of the last meeting held on Wednesday 30th March 2022.

Agreed: To note and approve the report.

6. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 04/22/06)

The Board considered actions arising from the last meeting.

Action:

- Head of Finance to provide an update on the TRIM licences and other licences with similar challenges. It was noted that this is in progress pending conclusion of matters with Microfocus. The related challenges had been discussed at the ARAC meeting with assurance that there are no similar challenges arising from other licences.
- Christine Elliott and Bill Matthews to contribute to the discussion on a new target operating model on recruitment. This is in progress. Discussion will also be held with the Chair of the People and Culture Committee on the recent staff survey.¹
- Catherine Jervis and Rommel Moseley to contribute to the discussion on our discrimination decision-making guidance to ensure neutrality. This is in progress.
- Director S&I to provide an update on the work being done on quality to the April meeting. This is addressed under item 11.

The Board discussed the letter received from Mary Halle in relation to the Cabinet Office Review. It was agreed that a copy of the letter would be circulated to members.

(ACTION)

Agreed: To note the report.

7. PERFORMANCE REPORT (PAPER REF IOPC 04/22/07)

The Director, S&I introduced the report. She informed that work on the end of year report is ongoing and is to be presented to the Board strategy meeting in May.

The Regional Director (NE) noted as follows:

- Very good news for the end of the year with every region achieving the 12-month target. Overall, 90% investigations were concluded within 12 months.
- 6-month cases – 35% of all cases were concluded within 6 months which met our target.
- 9-month cases – Where all related materials are received in a timely manner, quick progress was made but where there were systemic delays, meeting the target was challenging. Nevertheless, good progress was made with 62% of investigations concluded within 9 months against the 66% target.
- Accreditation – Significant work has gone into accreditation and 91% of lead investigators have achieved accreditation.

The Deputy DG (S&CS) reported on some cases. He drew attention to the chart on page 3 of the report and the increase in the number of Working Days for the completion of work in our casework team due to the backlog and complexity of cases. He explained some of the steps (e.g recruitment and resources) being taken to address the challenges. This will also be discussed at the strategy day in May.

The Board discussed and sought clarifications as below.

¹ Outcome of the staff survey is on the agenda for the May PC&C Meeting.

- To commend the good performance by regional offices. To recommend conducting a regional analysis for learning. It was explained that this is part of the discussion at the May strategy meeting.
- To recommend undertaking a strategic assessment of the pressures faced by the organisation (including the pandemic, complexity of cases, timelines, resources and systemic delays etc) and how they might impact on the delivery (and financing) of business over the coming 12 months. The Chair explained the plan for a consolidated discussion at the May Strategy meeting focusing on future objectives.
- To note the challenges in casework and recommend alternatives such as contract workers and outsourcing. It was explained that all options are being considered.
- To note and enquire whether the People Directorate has the capacity to support the proposed level of recruitment. It was informed that this will be part of the discussion in May but additional resources for this area have been identified.
- To note the staff survey results will be presented for discussion at the May meeting of the People and Culture Committee. Overall, the results are very positive indicating good staff morale and colleagues' commitment to doing a good job.
- To highlight the importance of the People Strategy and ensure alignment with Strategy 2. It was informed that this will be one of the enabling strategies aimed at facilitating the delivery of objectives under Strategy 2.
- To note that many of the organisational challenges are not peculiar to the IOPC. To commend the overall high performance and view this as an indicator of staff commitment and 'buy-in'. It was agreed that good foundations have been laid but there is more work to be done longer term. Meanwhile, the high performance provides good assurance that the organisation is in a relatively good place.

Agreed:

- To note the report.
- To discuss further at the May Away Day.

8. RESOURCES REPORT (PAPER REF IOPC 04/22/08)

The Head of Finance summarised the report and highlighted the following:

- The underspend in the Financial Year 21-22 was due to a variety of reasons including the good work and savings made from ICT disaggregation, estate matters, lower cost on travel and legal matters etc. All these have informed setting next year's budget.
- The Home Office has been informed of some adjustments in Period 12. This is attributed to the good work by colleagues to bring expenditure into March removing the risk of facing uncertainty in April/May.
- It is difficult to predict how quickly the financial impact of replacing staff will be seen but budget holders are planning ahead (for about 3-4 months) for new staff. The reliability of forecasting is also being considered.
- Capital budget – this is very small for 2022-23 (given the proposed new CMS). Home Office attention has been drawn to this.
- Operational budget (2022-23) – this will be produced for Management Board consideration in May. There are learnings to be taken into next year's budget.

Agreed: To note the report and commend the underspend resulting from the efficiency and savings delivered under ICT etc.

9. DIRECTOR-GENERAL UPDATE (PAPER REF IOPC 04/22/09)

The DG noted the report circulated before the meeting. He briefly highlighted some of his activities since the last meeting.

Internal – he noted that the Annual Report and Accounts (ARA) 2020/21 has now been laid in Parliament and thanked the Finance team for the excellent work done. He also noted the outcome of the recent EDI committee meeting he attended and the good feedback from participants.

External meetings he had with:

- Baroness Casey who is leading the review into Met Police culture and standards following the murder of Sarah Everard. Areas of discussion include delays and sharing information. A further meeting is planned later in the month.
- The Home Secretary – to share thoughts in a variety of areas (such as domestic violence) relating to IOPC work and improving confidence in policing.
- The Policing Minister – the DG (with his team) and the SID met with the Minister and DG (Home Office) for feedback on the new/incoming strategy (Strategy 2) and support in improving confidence in policing. There was good feedback and overall support for the organisation's work and direction of travel.
- Dame Margaret Hodge – for discussion/update on the matter relating to Stephen Port (Operation Wasabi). This helped to develop understanding in key areas and our timeline for looking at this.
- Baroness Williams of Trafford, (lead Home Office Minister for Policing in the House of Lords) – the meeting provided the opportunity to update on IOPC work and cases. A quarterly meeting was agreed.
- Association of Police and Crime Commissioners (APCC) meeting on Complaints, Vetting and Misconduct - the event was attended by over 60 Police and Crime Commissioners (PCCs)/Chief Executives. The meeting discussed PCC's roles in the complaints system and the opportunities and issues identified so far. The meeting enabled me to feedback our assessment of progress on the complaints system and also provided me with an opportunity to speak about our new strategy (Strategy 2) and the recent report of the Home Affairs Select Committee (HASC).
- French delegation – aimed at replicating the IOPC model in France. The DG and his team shared many good practices. The delegation gave good feedback and was keen to learn.

The DG also informed that:

- There are plans to invite external speakers/stakeholders to future Board meetings. The Victims Commissioner and the new Head of the HMICFRS have agreed to attend.
- The Bianca Williams investigation is being published later in the day.

The Deputy DG (S&CS), the Regional Director (NE) and the Director S&I briefed/updated (respectively) on:

- the pending Cabinet Office Review and the ongoing preparatory work. The individual sessions with Mary Calam which should commence soon and a report presented to the June Board meeting. **(ACTION)**
- some major cases.
- The recent stop & search and taser review recommendations. The responses are being published soon.

The Board briefly discussed the merits of sharing experience (from others) in challenging areas such as resources and recruitment and how they are being addressed. It also noted the need to review the Comms strategy for clarity on the role for the IOPC. A revised document will be presented to the Board in due course.

Agreed: to note the report.

10. LETTER IN RESPONSE TO THE HOME AFFAIRS COMMITTEE INQUIRY INTO POLICE COMPLAINTS AND DISCIPLINE (PAPER REF IOPC 04/22/10)

The Chair drew attention to the HASC report published and highlighted that overall it was very positive and supportive of our direction of travel. He also highlighted some of the comments and recommendations that the Committee made. He was supported by the Director S&I and the Parliamentary Officer. He informed that some of these areas will be addressed under our new strategy. In relation to witness interviews our Ops guidance has already been revised to respond to the issues that the Committee raised. He presented the IOPC response letter (to the HASC report) for feedback.

The Board discussed a variety of areas in the letter such as the post-investigation challenges, backlogs, quality and learning, resources, leadership and clarification on complexity etc. It made recommendations for amendment.

Agreed:

- To note and commend the response letter for addressing the key points. It was well structured, factually based and self-aware.
- That the revised letter, incorporating the amendments requested will be sent to the HASC Chair, Dame Johnson signed collectively by the Unitary Board and circulated to members.
- To thank the Parliamentary Officer for the good work done.

11. REPORT FROM QUALITY AND SERVICE IMPROVEMENT (QSI) TEAM (PAPER REF IOPC 04/22/11)

The Director S&I introduced the report providing an update on the work of the QSI team and making recommendations on the content of reporting going forward. She noted the ongoing work on quality with contributions from a number of our Non-Executive Directors.

The Operations Quality Manager noted as follows:

- The background/composition of the QSI team, the nature of work and the changes implemented since 2018 with a broader team focusing on operational work and providing a second line of assurance to ensure standards and quality assurance (QA). Also, providing the means for getting feedback to enable learning for the organisation etc.
- A quality assurance framework was developed in 2020 for Operations aimed at ensuring minimum standards for operational work so that all investigations are completed to the required standards. The QA comprise elements such as dip sampling, triggered reviews and request based reviews etc.
- Service standards were adopted in 2018 (when the IOPC came into effect). This has developed understanding on what service users want. This is part of the documents circulated with some suggested measures such as user feedback. It was noted that the standards align with organisational values and culture.
- Customer service excellence – First achieved in March 2020 and the achievement has continued every year to date. A national award was also won in November 2021.
- Overall, significant achievements have been made since 2018 with pending work on organisational definition of quality and developing a systemic/broader approach to QA.
- A meeting comprising colleagues and some NEDs (acting as ‘critical friends’) was held in March to discuss future work. Further meetings/discussions are pending. Meanwhile, it is proposed to provide periodic update on the current work of the QSI team using the structure proposed in the report aimed at moving towards a broader organisational (as opposed to operational) quality.

The Board discussed and sought clarifications as follows:

- To enquire about the possibility of agreeing a definition of quality. It was informed that there were discussions around this at the QA meeting held with the NEDs. Also, on areas such as procedural fairness, efficiency, accessibility, risks, processes and transparency etc. to ensure that decisions are underpinned by sound rationale.
- To highlight the importance of clarifying and distinguishing between areas where the organisation has control and areas it can influence.
- To note that the next conversation would be to understand what quality means and what a system of quality looks like. For example, what the organisation seeks to achieve (in managing quality) and knowing when this is achieved. This will be presented for feedback.
- To note the work in progress and the importance of featuring key elements in the conversation such as assurance, planning, control and improvement. Also, the need for clarity on how choices/decisions are made and the resulting impact. Also, who is making decisions, how they are governed and how they inform the next steps.
- The need to highlight the different levels of scrutiny, planning and assurance to ensure a functioning checks and balances with learning and improvement. To recommend being guided by the NAO work and model in this area.
- To acknowledge that the current QA is not limited to Operations but applies across the organisation. It was explained that there are plans to adopt a broader approach (reflecting the elements recommended). A proposition will be developed to help progress the discussion. This will be presented to the Board after the June QA meeting with NEDs. **(ACTION)**

- Meanwhile, to consider and approve the recommendations made in the report.

Agreed:

- To note the report.
- To approve the recommendations made.

12. BOARD MEETING ATTENDANCE (PAPER REF IOPC 04/22/12)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

13. FORWARD PLAN (PAPER REF IOPC 04/22/13)

The Board considered the Forward 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 04/22/14)

The Board considered the document on future meeting dates/venues. It agreed that the May meeting would be held at Canary Wharf, focussed primarily on the new strategy and related matters.

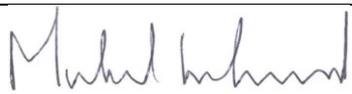
Agreed:

- To note the document.
- That the 25 May Board meeting will be held at Canary Wharf (from 10:30 to 15:30)
- To discuss the possibility of holding meetings at other regional offices (**ACTION**) providing the opportunity for staff engagement.
- To note 16 May for Board Development Day.

ACTION: HEAD OF PRIVATE OFFICE

15. ANY OTHER BUSINESS

There was no other business.

NAME	Michael Lockwood
SIGNATURE	
DATE	25 th May 2022

Schedule of actions

Agenda Item	Action by
6 & 9	Deputy DG (S&CS)