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Board Meeting

Date & Time: Wednesday 26th January 2022 at 10:30hrs

Venue: Virtual Meeting

Present:

Julia Mulligan	Senior Independent Director (SID)
Bill Matthews	Non-Executive Director
Catherine Jervis	Non-Executive Director
Christine Elliott	Non-Executive Director
Rommel Moseley	Non-Executive Director
Deborah Bowman	Non-Executive Director
Michael Lockwood	Director General/Chair
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 Benson	Head of Finance
Margaret Bruce	Governance Secretary
Amy Cridge	Strategy Unit Manager (Item 12)
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. DECLARATIONS 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 MONDAY 22ND NOVEMBER 2021 (PAPER REF IOPC 01/22/04)

The Board considered the minutes of the last meeting held on Monday 22nd November 2022.

Agreed: To note and approve the report.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 01/22/05)

The Board considered actions arising from the last meeting.

Action:

- To circulate a copy of the revised grievance policy once agreed. This is ongoing.
- To provide an update on procurement/licensing matters to the January 2022 ARAC meeting and circulate the report to the UB meeting. The item was discussed by the ARAC January meeting (under item 6).
- To share the comms document being developed around timeliness with the Board on completion. This is ongoing.
- That the SID and the DG discuss the governance paper at their next 1-2-1 meeting and report back to the Board. The SID reported on the discussions held.
- That the H&S annual report be referred to the People & Culture Committee for consideration. The item was considered at the January meeting of the Committee and deferred to its May meeting.

Agreed: To note the report.

6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 19/01/22) (ORAL)

The Committee Chair highlighted some of the areas of discussion including:

- New risks were identified, and approval of a new risk management policy drafted in compliance with new government guidance. Assurance on climate change and associated risks were discussed.
- ICT – noting the good news received on completion of disaggregation matters from Sopra Steria and transitional work, including the significant financial benefits delivered. This significant achievement was led by the Deputy DG (S&CS).
- Cybersecurity – accreditation has been received and good resilience developed. This will continue to be monitored.
- Internal Audit report on disclosure was completed with a moderate rating.
- External Audit – update provided. The outstanding matters on the Annual Report and Accounts have now been concluded and final approval should be received soon.
- New External Auditors – Azets have been appointed.

The minutes would be distributed in due course.

Agreed:

- To note the report.
- To commend the Deputy DG (S&CS) and the ICT team on successful delivery of the transition from Sopra Steria.

7. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 20/01/22) (ORAL)

The Committee chair highlighted as follows:

- Evolution – the committee has continued to evolve its way of working including balancing assurance. This is reflected in how it thinks more broadly about people and support organisational strategic thinking proactively (on planning) and retrospectively (on projects). This shift has been welcomed. The Committee Chair has been working with the Deputy DG(S&CS) and the Director, People to develop a related framework.
- Culture – the evolving approach adopted in this area is the recognition that culture is not perceived as a standalone project. There are associated data which requires triangulation to develop a better understanding of what culture means. Work is ongoing in this area, ably led by the executive team.
- Morale, turnover, capacity - related impacts and the need to take an overarching view were discussed. This issue is ongoing.
- Health and Safety report – this was deferred at the meeting. The committee was advised that there were no compliance or governance implications. It emphasised

that deferral does not minimise the importance of Health and Safety in the organisation.

- Hillsborough update – a positive report was received on the way the team has been managed and its approach to possible challenges.

The minutes would be distributed in due course.

Agreed: To note the report.

8. HEADLINE PERFORMANCE REPORT (PAPER REF IOPC 01/22/08)

The Board noted that the report is focussed on operational matters. Deputy DG (Ops) reported as follows:

Operations Management Board (OMB) recently conducted a deep dive noting key areas such as:

- **Investigations timeliness**, - it considered the 12, 9 and 6 months figures. It made regional comparisons and progress. It noted the slight drop in the 12 months figure due to the closure of older cases, but this should not impact on the overall target. There is significant pressure on the team due to the pandemic and increased workload as well as the complexity of cases. Also, the increased demand around post-closure and delays in the wider system. Steps are being taken to address this. The OMB also looked at regional variations and identified some learnings (such as developing a good/robust escalation process where delay might be avoidable).
- **Resourcing** – the meeting noted the workforce planning being done around this.
- **Post-closure workload** – this varies between regions – this also reflects delays (attributed to the demands in the wider system). There were some concerns around future targets, but work is being done in response to this such as improving triage and looking at thematic work. Overall, there were good suggestions on the way forward. It is important to note that post-closure demand is largely outside IOPC control and requires intensive work over a short period of time. There are currently 411 post closure cases and 214 final reports with Appropriate Authorities (AAs). This is an area in need of discussion under the new Strategy 2 – specifically, how we can better influence stakeholders to affect change. In this context, a new category of work is also emerging when decisions are re-opened (as reflected in some high-profile cases). These are complex and time consuming with high scrutiny. Further, there is increase in judicial reviews (where IOPC is an interested party). The Future Design work is based around post-closure work.

The Deputy DG(Ops) further noted as follows:

- **National ops casework**. – There is a significant increase in volume and increased complexity. Where investigations are referred back to forces (for local investigation), there is tendency for them to be returned (to the IOPC) as casework.
- **Referral** – demand/volume is also high (average of 400 against 340 last year) with related resource challenge. Nonetheless, the annual target is likely to be met.

- **Reviews** have also increased (going from 83 to 125 average per month). Active caseload is about 650 but the average days for completion has improved. It is to be noted that this area of work is more complex but the IOPC have new and more powers (e.g. to direct remedies/forces' actions) than before. Although, this means increased workload (and longer time) for colleagues, it brings better outcomes for complainants. A quantitative and qualitative analysis of how this new area would be approached would be required going forward.
- **Appeals** – are still being received (contrary to last year's forecast) and they are complex. There are currently 40 complex appeals.
- **Casework** – significant work has been done around recruitment and multi-skilling colleagues. Work is also ongoing around resourcing given the need to meet the growing challenges etc.

The Board discussed and sought clarifications as follows:

- To commend the helpful details provided.
- To note that the issue of timeliness is critical given the impact on confidence in the IOPC. Also, to acknowledge the significant work done to improve timeliness impacting on reputation etc.
- To note the increased openness and transparency which has improved stakeholder engagement. In this context, it was recommended that challenges impacting timeliness should be brought to attention, in particular those outside IOPC control.
- To recommend more coordinated conversation with other parts of the wider system and address the underlying causes of the challenges. This impacts on the incoming strategy (Strategy 2).
- To enquire about the 6 and 9 month targets given the possibility of having a knock-on effect on the strategic objectives. It was advised that the necessary resources be devoted to this area. Also, noting the targets were stretching but some quick gains were made earlier in the Financial Year and during lockdown.
- To enquire about thematics/trend in selected areas such as violence against women and girls (including non-sexual violence). It was explained that there is a slight increase in homicide (particularly the domestic context) and this has raised concern. Assessments are being made from the Death and Serious Injury (DSI) data and is being closely monitored. Road Traffic Incidents (RTI) have also increased in some regions but there is yet to be any noticeable trend.
- To enquire whether the post-closure work could be described as a backlog. The challenges of the post-closure work were explained including the strategy for addressing them and the need to be alive to the demands of limited resources and prioritise.
- To note the impact of 'no comment' interviews on delays. Also, the ongoing work on duty of candour which will inform the priority areas under Strategy 2.
- To enquire about the impact of the noted challenges on people. It was informed that this is a key priority for the Management Board given the complex nature of the organisation's work. This has been brought the attention of the People and Culture Committee and extensive discussions are ongoing.
- To enquire what the measure on the proportion of reviews upheld should be and the impact on the wider system. To recommend that this could inform discussion

under the new strategy. The complexity of this was explained (and the need to find a balance between reviews and oversight).

- The need to determine (as a board) the delivery model which helps to maintain and drive confidence and efficient use of resources across the selected areas.

Agreed: To note the report.

9. HEADLINE RESOURCES REPORT (PAPER REF IOPC 01/22/09)

The Head of Finance summarised the report as follows:

- We are heading towards a £1m underspend.
- The key points on underspend are noted in the report (para 2.1), particularly, increased turnover, reduction in travel costs and in the case of the former the need for quicker recruitments.
- Capital – overspend forecast of £3.3m (against a £3m budget). This is due to an increase in the fleet re-fresh. The most recent information received, shows the challenges of getting fleet refresh into this year.
- The funding for next year is likely to be based on flat cash. The effect of flat cash was noted.
- Capital is likely to be £2m (£1m cut). This is challenging given that the CMS project is about £1.6m capital. The Home Office has been advised accordingly.

The meeting discussed the improved performance around ICT disaggregation. It also discussed the challenges of underspend, including capacity and the related mitigations. It emphasised the need for efficiency.

Agreed: to note the report.

10. UPDATE FROM THE DG (REF IOPC 01/22/10)

The DG drew attention to the detailed report circulated before the meeting. He briefly highlighted as follows:

- Internal – the DG highlighted the listening sessions held with colleagues regarding Strategy 2 and the positive feedback and ideas shared.
- External – the introductory discussion with Dame Elish around her proposed work on Sarah Everard and its alignment with IOPC work. The next phase is looking at disclosure protocols etc.
- Director-General (Public Safety Group at the Home Office) – the DG had a positive meeting setting out the progress and challenges of the IOPC and his view of the relationship with the Home Office.

- The positive feedback received from the French Home Secretary (Le Minister de L'intérieur) regarding IOPC work led by the French President on Beauvau de la Sécurité.

Looking forward the DG discussed:

- His meeting with the Policing Minister during the week
- His participation in the recruitment of the new Prison and Probation Ombudsman (PPO).
- The report of the Home Affairs Select Committee (HASC) inquiry into police conduct and complaints which is due to be published in March 2022.

The Deputy DG (S&CS) briefed on the launch of hybrid working and the subsequent development in England and Wales with resulting impact on staff working arrangements.

The Deputy DG (Ops) also updated on major cases.

The Board discussed and sought clarifications below.

- To note and commend the written report circulated which provides a detailed understanding of the DG's work. Also, to acknowledge the importance of the continued engagements and importance of them.
- To commend the outcome of the Aspiring Managers Programme (ASP).
- To enquire about the Management Board Leadership Development Day held in December 2021 and the outcome being taken forward. The DG explained that the day gave an opportunity for the Management Board to meet in person, explore skills, relationships and how they could work even better together as a team to ensure effectiveness as the organisation develops.
- To enquire about the middle managers' network. It was explained that the network provides an opportunity to explore how to utilise the capacity and skills of middle managers as enablers in the organisation.
- To note the communication work being planned around the HASC report

Agreed: To note the report.

11. UNITARY BOARD DEVELOPMENT (PAPER REF 01/22/11)

The Director-General introduced the report circulated. He recalled the previous discussion on board effectiveness and introduced the preliminary work undertaken to implement a board development programme.

The Head of Organisational Design, Development and Talent (ODDT) elaborated on the nature of the programme, the mode of implementation and the outcome to be achieved in ensuring Board effectiveness. She invited comments/feedback on the document circulated.

Members commended the report and supported the (action focussed) programme. Besides the development element, the programme also provides the opportunity for discussion on key areas such as quality assurance. They noted the facilitators and advised implementation as soon as possible.

Agreed:

- To approve the report for implementation.
- That the Head of ODDT liaises with the People and Culture Committee to progress the work.
- To receive regular updates on the progress. **(ACTION)**

ACTION: HEAD OF ODDT

12. STRATEGY 2 – DISCUSSION PAPER (PAPER REF 01/22/12)

The Chair updated on the previous discussion on the new strategy (Strategy 2) and work done so far (including the extensive internal consultations/engagement conducted and management board discussion) as well as the outcome.

The Head of Business Development presented the document aimed at continuing the discussion. He updated on progress so far, the next step/phase and how board members could continue to contribute.

The meeting considered the vision, mission and the priorities. It recommended some revisions for clarity. It also acknowledged the achievements made to date (including stronger engagement and increased awareness) and highlighted the importance of prioritising (going forward) in order to make impact and genuinely improve public confidence. It agreed to provide further feedback and meet again for bespoke discussion on the document.

Agreed:

- To meet for discussion dedicated to the revised document. **(ACTION)**
- That the DG will present his operating model for consideration at the meeting. **(ACTION)**
- To provide feedback (before the meeting) for revising the document.

ACTION: DG/HEAD OF BUSINESS DEVELOPMENT

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 01/22/13)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

14. FORWARD PLAN (PAPER REF IOPC 01/22/14)

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.

15. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 01/22/15)

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

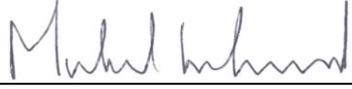
Agreed:

- To note the document.
- That the 22nd March meeting will be held in Canary Wharf (**ACTION**).

ACTION: GOVERNANCE SECRETARY

16. ANY OTHER BUSINESS

There was no other business.

NAME	Michael Lockwood
SIGNATURE	
DATE	23 February 2022

Schedule of actions

Agenda Item	Action by
11	Head of ODDT
12	Head of Business Development