

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](mailto:enquiries@policeconduct.gov.uk)  
W [www.policeconduct.gov.uk](http://www.policeconduct.gov.uk)

## Board Meeting

---

**Date & Time:** Wednesday 21<sup>st</sup> September 2022 at 10:30hrs

**Venue:** Virtual

**Present:**

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

**In Attendance:**

Rob Barnes	Head of Business Development (Item 9)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Will Clothier	Yonder Consulting (Item 13)
David Emery	General Counsel
Marie Morrissey	Head of Private Office
Stephen Oakley	Head of Policy and Public Affairs (Item 13)
Anna Reynolds	Yonder Consulting (Item 13)
Amanda Rowe	Observer
Rachael Toon	Research Manager (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**

Apologies received from Deborah Bowman.

**3. DECLARATIONS OF INTERESTS**

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

**4. OCTOBER STRATEGY MEETING - VERBAL ITEM**

The Director, S&I and the Head of Private Office outlined plans for the extended October Strategy meeting. The following were noted:

- The agenda will predominantly focus on the governance framework and ownership of decision-making.
- There will also be a workshop dedicated to communications and engagement.

**Agreed:** to note the report.

**5. MINUTES OF LAST MEETING HELD 20/07/22 (PAPER REF IOPC 09/22/05)**

The Board considered the minutes of the last meeting held on Wednesday 20<sup>th</sup> July 2022.

**Amendment**

Under item 4, the Board noted the different experiences (with the police) between young people across regions. Such disparity in policing raised significant concern including the view that there was overpolicing in London. It viewed that the lack of confidence in the MET is likely to impact on public perceptions of local forces (outside of London). The Board agreed to reflect this area of concern in its work under its new strategy to increase confidence in the complaints system.

**Agreed:** To note and approve the minutes for the Chair's signature subject to the above amendment.

**6. MATTERS ARISING (PAPER REF IOPC 09/22/06)**

The Board considered the actions from the last meeting.

**Actions:**

- To present a proposal on closer working relationship between the Youth Panel and the Board - this is in progress with Management Board.

- To publish the Standing Order following the recommended review - this has been published.
- To circulate the full Public Perception Tracker (PPT) report - this is addressed under item 13.
- The Deputy DG (S&CS) and ARAC Chair to meet and discuss the approach to monitoring risks relating to the ICT Strategy - this meeting/discussion has taken place.

**Agreed:** To note the document.

## 7. **BOARD DEVELOPMENT TASK AND FINISH GROUP RECOMMENDATIONS (PAPER REF: IOPC 09/22/07)**

The Head of Private Office presented the report, noting the background to the work aimed at strengthening Board governance. A task and finish group was established to discuss this and made 7 recommendations for approval to the Board. These include reshaping the agenda and Board Report template; review of Board Meetings (Strategy/Business) and observer attendance etc. It was also recommended that our progress be reviewed (with external facilitator) in March 2023.

The Board considered the recommendations and discussed as below.

- To note and commend the clear and effective process adopted by the Task and Finish Group, with effective coordination and clear outcomes.
- To note that culture change is a risk and recommend that culture is considered as part of the factors affecting the delivery of the new organisational strategy. Also, to reflect on the three primary purposes of the Board – strategy, accountability and culture. The People and Culture Committee would provide a steer and advise to ensure this becomes part of the organisational DNA. **(ACTION)**
- To note the report template presented and recommend a broader discussion at the Board adopting a more ‘joined up’ approach when considering how a Board paper (or piece of work) informs and impacts the Board and respective Committees. The Board also cautioned against the risk of lengthy papers/reports. It was agreed that the template be adopted and monitored for effectiveness.

**Agreed:**

- To note and approve the seven recommendations including a review of progress in March 2023. **(ACTION)**
- To thank the Task and Finish Group for its work, the Deputy DG(S&CS) and the Head of Private Office for effective support and coordination.

**ACTION: DEPUTY DG(S&CS)/HEAD OF PRIVATE OFFICE**

## 8. **ANTI-RACIST STATEMENT – VERBAL UPDATE**

The Chair briefly noted the work in progress resulting in a Anti-Racist Statement being drafted for the organisation. This builds on the work already done in this area. The Statement will be presented to the Equality, Diversity and Inclusion (EDI) Committee and the People and Culture Committee for comment/review prior to approval by the Board at its October meeting. **(ACTION)**

**Agreed:** to note the report.

**ACTION: DIRECTOR-GENERAL/HEAD OF PRIVATE OFFICE**

**9. QUARTERLY PERFORMANCE REPORT (PAPER REF IOPC 09/22/09)**

The report was presented by the Deputy DG(S&CS), Director, S&I and Interim Director of Operations, supported by the Head of Business Development. The Board noted that overall, our objectives are on track to be achieved. It was informed that the outcomes framework is in progress. Other highlights were briefly noted as follows:

- **Objective 1 – Awareness & Confidence** – The most recent PPT result (under item 13) showed an increased awareness of the IOPC (without awareness you can't have confidence). It was noted that a new approach is being adopted aimed at improving confidence such as:
  - Facilitating engagement between Police and Community Groups on key topics (such as the use of force)
  - The establishment of a Subject Matter Network on Discrimination to drive improvement.
  - Work on referrals relating to child strip searches.
- **Objective 2 – Accountability** – The KPIs on timeliness are being maintained with an increased focus on quality. This will be reported going forward. Referrals are increasing (in number and complexity). The unpredictable nature of these cases has brought challenges. In response, cross-organisational work is ongoing around demand and capacity to address issues such as prioritisation and use of resources. This aims to ensure efficient use of resources as well as respond to the increase in demand. The work on Future Design is also progressing well. Regarding, the National Operations Turnaround plan for casework – appointments have been made to address the backlog and it is progressing in line with plans.
- **Objective 3 – Leading Improvement** – The work on thematic/learning areas and the most recent engagement work (reported by the DG under item 12) were shared. There is also significant ongoing engagement work around women. Other/new work done is noted under objective 1.
- **Objective 4 – High Performing Organisation** – key areas in progress include the Equality, Diversity and Inclusion (EDI) strategy, the new Case Management System and the Electronic Documents Management System (EDMS).

The Board discussed and sought clarifications as below.

- To commend the significant achievement on timeliness.
- To note the disparity in the number of cases delivered in previous years and enquire how this impact on adding value and ensuring focus in the right areas. It was explained that work is ongoing to provide evidence and analysis/comparator for better understanding of the complexity of cases with resulting impact on resources dedicated to such cases. In essence, to provide better narratives/predictions, eg cases referred to forces for investigation which could still be returned to the IOPC as reviews or appeals.
- The need for more clarity (and better articulation) of IOPC's role in some areas (triggered by a lack of confidence in specific forces) noted (in the report) as 'intrusive oversight'. It was recommended that a risk-based assessment criteria be

adopted, with clarity of IOPC leadership in those areas. The Director, S&I explained that work is ongoing to adopt a different approach and ensure consistency etc. Also, for clarity 'intrusive' has been replaced with 'active' oversight. A report on oversight will be presented to the Board in due course.

**(ACTION)**

- To consider the importance of interdependency of the issues raised (including in the PPT) and avoid the wrong perception that the IOPC has sole responsibility for the police complaints system.
- To note the previous and continuous discussion on the post-final caseload work and recommend further discussion by the People and Culture Committee and stakeholders. It was explained that the matter is being discussed at the (soon to be held) meeting of Police Officer and Staff Associations (POSA).
- To consider the demand and capacity issues and commend the work being done. Julia Mulligan (SID) was keen to contribute to the work.
- To note the concerns and challenges with collaboration around super-complaints and the improvements made.

**Agreed:**

- To note the report and commend the achievements in areas such as timeliness and quality.
- To thank colleagues for their help on 'London Bridge' following the death of HM Queen Elizabeth II.

**10. HEADLINE RESOURCES REPORT (PAPER REF IOPC 09/22/10)**

The Head of Finance briefly noted the headlines as follows:

- Forecast RDEL overspend is £1.5m.
- A written proposal for approval of our overspend is about to be sent. If not agreed, this may require further prioritisation and deferral of some projects such as ICT. Recruitment is also likely to be affected. This may impact on our capacity and resilience.
- A full report will be presented at the next meeting identifying the pressure points needed and efficiency measures etc.

The Board noted that every effort is being made to ensure efficient use of the savings from ICT. It expressed concern about further reductions and impact on areas such as recruitment and effectiveness.

**Agreed:** to note the report.

**11. VERBAL UPDATE ON FINANCIAL VIABILITY TASK AND FINISH GROUP**

The Deputy DG (S&CS) briefed the Board on the ongoing work by a Task and Finish Group (comprising NEDs and Executives) established to provide a steer to the end of the current financial year but more importantly, develop a medium-term financial plan up to 2025-26. The group's remit includes key areas such as addressing the current overspend; considering the demand pressures on future budgets; and discussing the savings options.

The Board noted some of the work done including an Estates Review (with significant savings already made), a Service Review within Strategy and Corporate Services; the new Case Management System and developing a plan to identify other efficiency opportunities etc. It commended the work done and acknowledged that 'people' are an important part of this'. It therefore recommended involving colleagues. An example might be to appoint 'cost-cutting champions'. It also emphasised the importance of the Board having a common understanding of the funding challenges and receiving a supporting financial strategy. It was informed that a medium-term financial plan is being developed for presentation to future Board meeting.

**Agreed:**

- To thank the Task and Finish Group for its ongoing work.
- To receive an update at the November Board meeting.
- To receive the medium-term financial plan at the February 2023 Board meeting.

**12. DIRECTOR-GENERAL UPDATE (PAPER REF: IOPC 09/22/12)**

The DG referred to the self-explanatory report and highlighted some of his activities and developments since the last meeting including:

- **Internal activities** - participation at the Aspiring Professionals Graduation, - one of the activities aimed at ensuring diversity and inclusion. He also noted the planning for the IOPC event ('Now and Next Sessions) across Regional Offices (reported under item 14 below).
- **External activities** – time spent on frontline policing, explaining the IOPC role. This provided the opportunity for learning. The DG has also undertaken similar communication and engagement events with stakeholders in the community to develop understanding of the independence (and work) of the IOPC.
- Participation at the Strategic Policing Partnership Board – where the DG led on discussions on confidence in policing. He also had meetings with:
  - Paul Fotheringham, President of the Police Superintendents' Association (PSA).
  - Andy Marsh, CEO College of Policing.
  - Jaee Sammant, Director General, Home Office.
  - Chief Constable, Lucy D'Orsi, British Transport Police.
  - Martin Hewitt, Chair National Police Chiefs Council (NPCC).
- He also updated on some high-profile cases.

**13. PUBLIC PERCEPTION TRACKER (PPT) (REPORT) (PAPER REF IOPC 09/22/13)**

The Research Manager gave the background to the work done by Yonder Consulting. Yonder representatives summarised the results of the PPT qualitative research conducted from February to March 2022. The Board noted key findings such as:

- Focussing on qualitative research and increasing confidence in the police complaints system (in particular among groups/demographics where confidence is low).
- Noting the key activities/topics presented to the focus groups.

- The importance of IOPC documents such as the Impact report to focus on key messages around the IOPC role in holding the police to account; our independence and how we contributing to change/demonstrating impact.

The Board discussed as follows:

- To note the ongoing work which aims to reflect the recommendations in the Review of the Comms and Engagement strategy.
- The need for emphasis on the independence of the IOPC. Also, the related challenges and how this will be addressed under the new strategy to improve confidence, noting that the IOPC does not have sole responsibility for the police complaints system.

**Agreed:**

- To note the presentation and thank Yonder Consulting.
- That further discussion would be held at the October Strategy meeting as part of the Comms and Engagement strategy.

**14. VERBAL UPDATE ON NOW AND NEXT SESSIONS**

The Director, S&I updated the Board on the event and set out the objectives:

- To celebrate success
- To explore the new strategy and what it means for colleagues
- To create an opportunity for colleagues to meet in person and reconnect, noting that this will be the first significant opportunity to do this since Covid-19.

The seven events will take place between October and December across five different locations. Each will be opened by the Director-General with presentations from senior members and NEDs. Staff are able to nominate their colleagues for Awards with the presentations made to the winners at each of the events. Members of the Youth Panel will also participate The Board will also participate in a Q&A session.

The agenda will be circulated to members in due course.

**Agreed:** to note the briefing.

**15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/22/15)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**16. FORWARD PLAN (PAPER REF IOPC 09/22/16)**

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.

**17. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/22/17)**

The Board considered the document on future meeting dates/venues. It noted the plan to hold the October meeting in person at Canary Wharf.

**Agreed:** To note the document.

**ACTION: HEAD OF PRIVATE OFFICE**

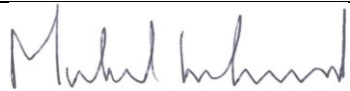
**18. ANY OTHER BUSINESS**

There was no other business.

**19. MEETING REFLECTION**

The Board reflected on the discussions held, with achievements and challenges noted. It agreed that members will be nominated to lead discussion in this area at future meetings.

**Agreed:** to nominate Catherine Jervis (NED) for the October meeting.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	19 October 2022



## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
7	Deputy DG (S&CS)/Head of Private Office
8	DG/Head of Private Office
9	Director (S&I)