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Board Meeting

Date & Time: Wednesday 30th November 2022 at 10:30hrs

Venue: Virtual

Present:

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

In Attendance:

Andrea Banham	Policy & Engagement Officer (Item 6)
Rob Barnes	Head of Business Development (Item 7)
Mike Benson	Head of Finance
Miranda Biddle	Interim Director of Operations – North/Observer
Margaret Bruce	Governance Secretary
Aktarun Chowdhury	Head of People and Wellbeing (Item 13)
David Emery	General Counsel
Karen Jamieson	Risk and Audit Manager (Item 10)
Geyv Kathoke	Head of Data & Info Mngt, Knowledge & Performance (Item 7)
Marie Morrissey	Head of Private Office

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The meeting was chaired by Julia Mulligan (SID) who welcomed members and other attendees to the meeting.

2. APOLOGIES

Apologies received from Michael Lockwood (Director-General).

3. DECLARATIONS OF INTERESTS

Members were invited to declare any interest in the items on the agenda.

- The SID informed that she is chair of the Police Advisory Board's discipline sub-committee.

Agreed: To note.

4. MINUTES OF LAST MEETING HELD (19/10/22) (PAPER REF IOPC 11/22/04)

The Board considered the minutes of the last meeting held on Wednesday 19th October 2022.

Amendments

- Item 6 (clarification on last bullet point). All committees (including ARAC) have responsibility to conduct deep dives in their respective risk areas.
- Item 9 – reference to 'Digital First' – the discussion was around the related challenges and the need to channel communications appropriately (rather than default to digital first).

Agreed: To note and approve the minutes for signature subject to the above amendments.

5. MATTERS ARISING (PAPER REF IOPC 11/22/05)

The Board considered the actions from the last meeting.

Actions:

- To feedback the financial delegation policy along the lines discussed and present to the next ARAC meeting. This is being presented to the January 2023 ARAC meeting.
- To consider the Home Office framework document for review in the near future. This is in progress.
- To amend and re-circulate the Unitary Board and the decision-making framework. The revised documents have been recirculated and agreed.
- To present the revised communications strategy to the January 2023 Unitary Board meeting. This is in progress.

- To present an item on risk and culture change to the People and Culture Committee meeting. This is being presented to the January 2023 meeting of the Committee.

Agreed:

- To note the document.
- To work with Integrated Development on the Board review planned for March 2023.

6. ANTI-RACIST STATEMENT (PAPER REF: IOPC 11/22/06)

The document was presented by the Policy and Engagement Officer. The Board noted the genesis of the document aimed at strengthening EDI in the organisation. The document had previously been considered by the People and Culture Committee with further inputs by Subject Matter Networks (SMNs) and staff networks. The Board was invited to discuss and agree the document.

The Board discussed:

- The need for increased understanding and more information on implementation and communication around the Statement. It was explained that this would be integrated into the broader public affairs work and a consolidated communications engagement strategy/plan is being developed for circulation to stakeholders. As noted under item 5 (above), this would be presented to the January Board meeting. **(ACTION)**
- Managing the variety of (external) perspectives in this area.
- Ensuring the underpinning documents¹ are available before publishing the Statement, so that the organisation is fully prepared with effective and meaningful implementation. Also, being alive to the variety of perspectives which might be offered on the subject.
- Anticipating the risks (such as external resistance) and ensuring a robust approach/response to addressing the risks.

Agreed:

- To agree the Statement.
- That the final Statement be signed by all members of the Board.
- That the Statement will be published following discussion and agreeing the consolidated communications and engagement strategy/plan.

7. QUARTERLY PERFORMANCE REPORT (PAPER REF: IOPC 11/22/07)

The Head of Business Development gave a brief overview, noting the 3 key strategic challenges discussed at the May meeting. These are being monitored. He highlighted the following:

¹ Such as the implementation plan and the comms documents.

- Culture change – significant work is ongoing in this area such as technological change including the Case Management System (CMS) which is now entering the build phase.
- Budget and affordability – a report/efficiency plan (with sufficient flexibility to move funds as necessary) is being prepared for consideration by Management Board and Unitary Board in the new year.
- Operations - substantial progress is being made in national operations, including the new ways of working. Work is ongoing on investigations with better understanding of demand and capacity etc.
- Overall, reasonable progress are being made in the challenging areas.

The Board discussed and sought clarification as follows:

- The challenges and the impact on resources. It agreed more confidence/assurance would be required given the significant changes being implemented.
- The specific objectives to be achieved and need for assurance that these are being achieved.
- The delivery of the strategy and the effect of culture change on structural change.
- The need to improve its understanding through further discussion including the governance of change, its processes and how it works as a programme over a period of time. Also, the link to resources under Strategy 2. It was recommended that this be discussed at the sub-group meeting being held the following week and report (with proposals) to the January Board meeting. **(ACTION)**
- How the nature of culture change is being characterised and assurance sought. It was explained that this comes in a variety of ways including moving from analogue (to digital) ways of working with a view to driving performance improvement. It is also important to understand the dependencies of related works and for the Board to determine the nature of the assurance required.

The report was presented by the Deputy Director-General (S&CS), the Director, Strategy and Impact and the Interim Director of Operations (SE). The Board noted the following:

Strategic Objective 1 – Awareness and confidence

- The programme of engagement is focussed around the work/role of the IOPC (rather than focussing on particular cases). Stakeholders have commended the different approach.
- Increased focus on digital comms with FAQs which provided clarity of the IOPC's role and improved relationships etc. Also, ongoing work to improve the IOPC website.
- Staffing - A new Head of Comms has been recruited and is expected to join in the new year.
- New publications – are being issued over the next few months in a variety of areas including discrimination and complaints to improve organisational process.
- Complaints handlers workshops are also planned (in collaboration with others) in the new year aimed at sharing best practice and managing the demand for case reviews etc.
- Reflective Practice – is being implemented with PSDs – this is a key reform area of work aimed at changing culture to be more reflective and learning based. Some

sessions were conducted at the recent Professional Standards Directorates (PSD) conference.

Objective 2 – Accountability

- Rating - This objective is green because the KPIs are being met but there are recruitment/retention challenges in some regions and this is being addressed (e.g. through redeployment).
- Referrals – continue to increase and mandatory work is being prioritised whilst being conscious of the knock-on effect of cases returning to the IOPC as reviews (where complainants are not happy with force-led investigations).
- Discrimination – thematic cases are being allocated with a greater proportion going to London and the South East. A triage approach has been introduced to address the challenges.
- The national tasking approach is being reviewed to mitigate the risk of cases remaining unallocated and ensure effective management when cases are allocated to other regions.
- National Operations has continued to experience increased demand in reviews. The turnaround plan is progressing well and broadly in line with forecasting. Case managers are being trained and impact is becoming evident.
- There are two ongoing projects aimed at improving operational delivery Both are progressing well.
- Demands and capacity pressures are being reviewed, moving towards a national (rather than regional) approach as part of a longer-term transformational programme in collaboration with the Open University.

Strategic Objective 3 – Leading Improvement – the Board noted some ongoing/ envisaged collaborative work as follows:

- Areas such as misogyny and standards (with partners such as the HMICFRS)
- Race Action Plan (with the NPCC)
- Areas such as strip searching of children and advocacy for the police complaints system.
- Other pending work on sexual abuse and stalking.

Priority 4 – Performance

- The business case for the Case Management System (CMS) has been approved. This is now progressing into the build stage.
- The replacement of the document management system was also noted.
- The ICO audit work around cleaning up of paper based records. Two office audits have been conducted, moving into the third and clearing up the documents in the shared drives.
- Hybrid working was reviewed under the Future Ways of Working (FWoW), with a very positive outcome, therefore the hybrid working model is continuing.
- A medium-term financial plan (up to March 2026) is being presented to the Management Board and Unitary Board in January and February 2023 respectively. This will help ensure there is a medium-term trajectory for budgets alongside our

5-year strategy, facilitating more strategic approach to financial management and planning.

- The Board is invited to agree the new performance framework measures at Annex C. It was explained that the document is not intended to replace detailed reporting on the indicators. It is aimed at providing an aggregation of activities and outcomes, giving a robust view on whether agreed strategic outcomes are on track to be delivered. The document is informed by the background work done such as engagement with teams across the organisation to develop understanding of their work and link to the delivery of the strategic outcomes and the data available to support the effectiveness and efficiency of those activities. The framework is focussed on monitoring (rather than setting specific measures) and to enable reporting with supporting data. Work is ongoing with the Business Development Team to enable colleagues to plan their activity demonstrating evidence of successful delivery of key outcomes. The performance framework should enable production of an integrated (succinct, sharper and aligned) report for the Board.

The Board discussed the following:

- Engagement work and the impact on budget. The importance of engagement was acknowledged including the need to identify priorities in view of resources.
- The accuracy of the data around the recommendations accepted by the police (under objective 3). Also, any related challenges/concerns. The accuracy of the data was confirmed, and the time lag for acceptance explained. It was informed that this might require changes in reporting. As standard practice, the responses to the recommendations are published but it may be necessary to report follow up where responses are due.
- The opportunity provided by partnerships to influence work within the broader system. Also, the related complexity in the expectations of partners in achieving their objectives. It was explained that there are significant complexities such as the overlapping (police oversight) powers/responsibilities of different organisations and the limited control/powers of this organisation. Nonetheless, the opportunity for genuine collaboration and influence is being provided by work such as supercomplaints which has continued to improve. Influence is also improving, and this is evidenced by the increasing support for IOPC's long held views about holding misconduct proceedings parallel to (rather than subsequent to) criminal proceedings. Continued influence also helps to develop stakeholders' understanding of the IOPC's work and to manage their reaction to critical incidents.
- The need to reflect specific areas of influence in future reports.
- Conducting a detailed annual review and publishing a case study in a thematic area in order to assess impact. It was explained that the recommendations made in the taser report were accepted and the responses published. A summary would be provided to the next meeting and annual review would be considered going forward. **(ACTION)**
- The long overdue (and collaborative) work on supercomplaints is now increasing. Further discussion could be held at the sub-group meeting on this to provide assurance on IOPC leading.
- The myriad of ongoing work and the significant pressure on colleagues.
- The performance framework and the benefits of improved reporting, distinguishing between strategic and operational reporting and improving understanding on priority and other areas.

- The importance of having a succinct report highlighting key messages going forward. Also, adopting a bold approach in setting some targets.
- Recommending a 'wire frame' of the different types of monitoring areas and targets for clarity, improved understanding and focussed (board discussion) on the status in each area and who is responsible for reviewing them.
- Recommending future reporting on the trends and analysis on the data to indicate the direction of travel and contribution to the key achievements.
- The ongoing work to prepare a dashboard (covering different areas of work) made accessible to the Board and the organisation as a whole.

Agreed:

- To note the report and the significant work ongoing.
- That IOPC influence is increasing and credibility is stronger.
- To agree the performance framework in Annex C

8. HEADLINE RESOURCES REPORT (PAPER REF IOPC 11/22/08)

The Head of Finance briefly noted the headlines as follows:

- Currently forecasting an overspend of £1m. This is in line with the agreed position when the budget was set.
- Paragraph 2 of the report notes that there has been quite a sizeable shift in in the forecast in the period.
- A formal request has been made to the Home Office on overspend on both RDEL and CDEL and a response is awaited.
- Each year the quality of forecasting is reviewed for lessons learnt. This practice has become more important given the future requirement to make savings and develop an efficiency plan.
- CDEL – there is overspend of £0.7m (against the £2m allocated which was insufficient). Details are noted in the report circulated.

The Board discussed:

- The consequences of underspend and the possibility of investing elsewhere to reduce pressure in the following year's budget. It was noted that this is unlikely.
- The savings to be made in the context of the pending Cabinet Office review and the impact of the anticipated future savings (of 5% over 3 years). It was informed that there is no clarity in this area but the organisation is developing its own efficiency plan.

Agreed: to note the report.

9. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 12/10/22) (PAPER REF IOPC 11/22/09)

The minutes was circulated previously. The Committee chair highlighted some areas of discussion such as:

- Wellbeing, recruitment/retention and what this means for regional variation.
- Workforce assurance framework (with reduced risk around people matters)

- Deep dive on turnover leading to specific actions.
- People strategy being developed and the good progress made.
- Staff networks and the important role they play in the decision-making mechanism.
- The 'Now and Next' events attended by staff and directors (including non-executives) and providing significant opportunity for engagement.

Agreed: to note the report.

10. STRATEGIC RISK REGISTER (6TH MONTHLY REPORT) (PAPER REF IOPC 11/22/10)

The Risk and Audit Manager presented the document. The meeting noted that a fresh review was conducted on the new strategy (Strategy 2) and the outcome was the heat map which reflects a summary of all the risk areas.

The previous register and the risk appetite statement was also reviewed. Approval was sought on one minor amendment made to the statement (as noted in para 1.8).

The Board considered the reviewed register and noted the future work including working with risk owners to review the risk dates. The outcome will be presented to ARAC. It also noted the e-learning training package on risk management has been developed and launched for key staff – also available to be accessed by all staff. The Board discussed as follows:

- The good work done and ARAC's position to characterise risk management within the organisation as being pro-active and generally effective on reducing, managing and mitigating risk to acceptable levels.
- The heatmap and related discussion and challenges on end dates and the progress envisaged in key areas. This is a key part of ARAC's discussion on the risk register.
- The impact of potentially expanding the IOPC's remit (risk 3) and mitigating the impact. Also, the related resource challenges.

Agreed:

- To note the documents and risk position.
- To agree the amendment to the risk appetite.

11. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 17/10/22) (PAPER REF IOPC 11/22/11)

The Board noted the meeting of the ARAC held on 17/1/2022. The Committee chair noted the minutes circulated and briefly highlighted key areas of discussion as follows:

- Operational risk and the significant work being done to identifying and reinforce good and consistent process across the organisation. A Task and Finish Group report is being presented to the next ARAC meeting in January 2023.
- Significant assurance around cyber security, ICT and information governance. Cyber security has been subject to external review and received accreditation which creates a more secure environment for the organisation.

- The records management work and the ICO audit which has provided the opportunity to receive granular details on the work being done.
- Collaborative work on supercomplaints (noted previously) which is being monitored.
- Update on civil claims emanating from legacy cases.
- Update on the Greening report which noted the ongoing work including hybrid working which has changed the concept of working environment (beyond the office boundaries)
- Internal Audit matters noting areas of review including future ways of working which received substantial/green rating reflecting the success in this area.
- Update on Annual Report and Accounts

Agreed: To note the report.

12. DISCUSSION ON BUDGET APPROACH & UPDATE FROM THE TASK AND FINISH GROUP (VERBAL)

The Deputy DG (S&CS) updated as follows:

- Further work has been undertaken since the last meeting. A variety of matters were considered including looking at different scenarios for the pay award, level of funding and factoring in inflation.
- A meeting was held with the Home Office to discuss expectations on future funding and predictions around pay award to enable developing a 3-year plan. Some clarity was provided on pay award.
- Other areas of consideration include estates, national turnaround plan, investigation capacity and demand work. Hillsborough and future scale of operations and the related ringfencing around the Hillsborough budget.
- Scenarios have been developed around efficiency projects. These would be discussed at the Management Board meeting and the sub-group meeting in a few days. As noted previously, a draft budget will be presented to the January Management Board meeting and February Unitary Board meeting.

Agreed: To note the report.

13. HEALTH, SAFETY & WELLBEING ANNUAL REPORT (2020-21) (PAPER REF IOPC 11/22/13)

The Head of People and Wellbeing presented the report which notes the key health and safety issues from previous year. It also outlines achievements and provides information relating to accidents, incidents and near misses as well as work related stress. The report is presented for information following consideration by Management Board and the People and Culture Committee (PCC). There are no areas of concern and no actions required. The 2021-22 report is in progress and would be presented in due course.

The PCC Chair recalled the discussion at the committee meeting and relevance to other contexts in bringing risk assessments to life and ensuring they are meaningful for colleagues.

The Board discussed:

- The change in the concept of workplace, the related risks and impact on Health and Safety as the organisation continues hybrid working.
- Risk areas envisaged in future reporting. There could be possible issues around wellbeing, mental health and work related stress. These were also reflected in the staff survey and measures are being implemented to address them.
- The level of assurance provided to the Board on Health and Safety compliance. It was recommended that future reporting notes areas for improvement and is accompanied by a statement of compliance to provide assurance to the Board. Also, a checklist to clarify the key parameters against which assessments have been made. This should be integrated into the cycle for future report. **(ACTION)**

Agreed:

- To note the report.
- That ARAC chair is available to help improve reporting structure.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/22/14)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

15. FORWARD PLAN (PAPER REF IOPC 11/22/15)

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.

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 11/22/16)

The Board considered the document on future meeting dates/venues. It noted the proposed future changes involving the style of meetings (a combination of business as usual and seminar style). Also, holding some of the meetings in regional offices and improving engagement. This is likely to require a review of the meeting dates already agreed. Further consultation will be held with non-executives and information provided in due course. **(ACTION)**

The Board also discussed the need to prioritise efficiency (and environmental factors) in considering the related matters such as engagement. It emphasised the importance of ensuring dedicated time (such as the now and next event) to engagement matters to ensure they are meaningful.

Agreed: To note the document.

ACTION: HEAD OF PRIVATE OFFICE

17. ANY OTHER BUSINESS

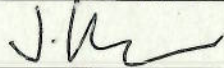
There was no other business.

18. MEETING REFLECTION

Christine Elliott (NED) led the Board's reflection on the meeting highlighting matters such as the merits (or otherwise) of lengthy meetings, more work and assurance in key areas (such as the anti-racist statement and Health and Safety). Also, the plethora of work ongoing under the new strategy, (operation and strategic matters) and the related challenges/risks and complexity such as culture change and adopting a joined-up approach to ensure the Board receives good assurance, through the performance framework.

The increased collaborative working has contributed to increased IOPC influence. In conclusion, it was agreed that the board meeting had been important and engaging, and that it had acknowledged the ongoing work and felt assured that the organisation has a good grip.

Agreed: that Amanda Rowe will lead the reflection for the next meeting.

NAME	J. MULLIGAN
SIGNATURE	
DATE	25.01.23

Schedule of actions

Agenda Item	Action by
6-7	Director (S&I)
16	Head of Private Office