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## Board Meeting

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**Date & Time:** Wednesday 30<sup>th</sup> March 2022 at 10:30hrs

**Venue:** Canary Wharf

**Present:**

Julia Mulligan	Senior Independent Director (SID)
Catherine Jervis	Non-Executive Director
Christine Elliott	Non-Executive Director
Rommel Moseley	Non-Executive Director
Michael Lockwood	Director General/Chair
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Kathie Cashell	Director, Strategy & Impact

**In Attendance:**

Miranda Biddle	Regional Director, (North East)
Margaret Bruce	Governance Secretary
Mary Calum	Consultant (Item 9)
Catherine McCreedy	Senior Accountant (Item 7)
Marie Morrissey	Head of Private Office
Stephen Oakley	Head of Policy and Public Affairs (item 9)
Danny Simpson	Senior Lawyer

## 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 Marie Morrisey, the new Head of Private Office. The Board welcomed Marie and looked forward to working with her.

### TRAINING

The Board also received its annual mandatory training on Data Protection and commended the comprehensive presentation of the subject by Gemma Thomas.

## 2. APOLOGIES

Apologies received from:

- Mike Benson            Head of Finance
- David Emery            General Counsel
- Deborah Bowman      Non-Executive Director
- Bill Matthews           Non-Executive Director

## 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. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 23<sup>RD</sup> FEBRUARY 2022 (PAPER REF IOPC 03/22/04)

The Board considered the minutes of the last meeting held on Wednesday 23<sup>rd</sup> February 2022.

It recommended that the following be added to future actions schedule/matters arising for monitoring:

- Item 9 – Head of Finance to provide update on the TRIM licences and other licences with similar challenges. **(ACTION)**
- Item 9 – Christine Elliott and Bill Matthews (NEDs) to contribute to the discussion on a new target operating model on recruitment. **(ACTION)**
- Item 13 - Rommel Moseley and Catherine Jervis (NEDs) to contribute to the discussion on discrimination decision-making guidance to ensure the document pass the neutrality test. **(ACTION)**

**Agreed:** To note and approve the report.

## 5. **MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 03/22/05)**

The Board considered actions arising from the last meeting.

### **Action:**

- That the DG and his team meet with the People & Culture Committee Chair for discussion on committee matters. The Chair and Deputy DG(S&CS) informed that preliminary discussions have been held with the Committee Chair on areas of focus. This is ongoing.
- To circulate the feedback on the Cabinet Office Review (self-assessment) document and discuss at the March meeting. This is addressed under item 9.
- Catherine Jervis, Deborah Bowman and Julia Mulligan (NEDs) will participate in the preliminary work on quality and a report presented for discussion at the April UB meeting. It was noted that this is in progress. Preliminary work has been done and a meeting is scheduled for the following day. An update will be provided to the April Board meeting. **(ACTION)**
- Director, S&I to liaise with Bill Matthews and Christine Elliott to contribute to the discussion on Comms strategies. This is in progress and the Board will be updated in due course.

**Agreed:** To note the report.

## 6. **HEADLINE PERFORMANCE REPORT (PAPER REF IOPC 03/22/06)**

The Director, S&I introduced the headline report. This will be followed by a more detailed report for the April Board meeting which will also be the final report under the current strategy.

The Deputy DG (S&CS) reported on progress and challenges on case reviews. Appeals (under the old regime) continue to be received alongside Reviews (under the new regime). This impacts on volume and complexity. This is being closely monitored with consideration for additional resourcing to address the backlog recommended. An update will be provided in the April report, looking at a variety of issues including complexity, resourcing, processes, efficiency and effectiveness etc.

The Board discussed and sought clarifications as follows:

- To enquire whether a new process means new targets. It was explained that targets for the next Financial Year are being reviewed to ensure they are meaningful and realistic.
- To enquire about the impact of volume and complexity (of Appeals/Reviews) on reputation. It was informed that the reputational risks are being managed. As there are common challenges with others, some complaints workshops and reviews workshops have been conducted with Professional Standards Directorates (PSDs) and Police and Crime Commissioners (PCCs).
- To note the resource/capacity issue which is also a common challenge for the complaints system in its entirety and the impact on reputation.
- To emphasise the importance of learning from the Appeals/Review work and ensure timeliness and consistency of approach in addressing them.

- To enquire about the test for complexity. It was explained that the test is set in the legislation. There are highly skilled colleagues available to deal with complex cases but in essence, there is insufficient resources to deal with the volume of work being received.
- To note and commend the achievements in the KPI for the North East region and enquire about reason for those achievements. It was explained that the region is adopting a more robust and different/new approach in some areas such as introducing an escalation framework (covering matters outside the IOPC control), data management system of forecasting (noting what could be done differently) and collective responsibility, etc. Lessons learnt that are transferable are being shared across Regions and the Board will be briefed in due course. Some of these will also inform the KPI on learning for the next Financial Year with the ability to predict (more realistically) timelines.

The Regional Director (NE) briefly reported on performance. On timeliness, she drew attention to the target for 12-months which is being exceeded and is likely to reach 90% by the end of the month/Financial Year. The 6-month target (35%) is also likely to be met. The result of the 9-month target is impacted by challenges such as complexity, access to information and caseload in areas such as discrimination, abuse of position (APSP) and multi-themed cases with voluminous materials to be reviewed. Other challenges include the amount of digital evidence required. The resources and specialist skills are being developed to address this.

The Board discussed and sought clarifications as follows:

- To recommend that the 6, 9 and 12 months' time limit be retained for the coming Financial Year but with more clarity on what this means for the types of cases. Also, that narratives be provided when cases are not completed as expected.
- To enquire about some of the challenges faced by colleagues such as software/digital issues/producing data etc which impact on their work. It was explained some are being addressed via the Case Management System (CMS). All options are being explored to ensure quality and effectiveness.
- To enquire about the nature of QA in place and ensure that the pressure to meet deadline does not impact on quality. It was explained that the process places priority on quality.
- To consider prioritisation based on severity of cases (as practiced by others such as the NHS).
- To note that the issue of post-investigation caseload persists and recommend future discussion on the implications etc. It was explained that this is reflected in the self-assessment document prepared for the Cabinet Office Review (under item 9). This issue will also be presented for a specific Board discussion in the future.

**Agreed:**

- to note the report.
- to note the new approach being developed and shared across the Regions and to receive an update in due course.

## 7. HEADLINE RESOURCES REPORT (PAPER REF IOPC 03/22/07)

The Senior Accountant presented the report and briefly noted as follows:

- The underspend forecast has increased to £2.72m (up £1m) due to the adjustment for the civil litigation matter/settlement. It is important to note that the underspend resulted from good ICT performance, savings made from SSL and reduced travel costs (due to Covid-19).
- There is an additional forecasting spend (£1.6m) in March above our average run rate, this includes various year end accruals etc.
- Capital – There is a forecast spend of £3.19m (against the £3m budget). There is still the potential risk of underspend given the delay in the delivery of ICT equipment (expected the following day).

The Board discussed and sought clarifications as follows:

- To note the Chair's comment that it has been a unique year with Covid, travel and recruitments etc. Other factors have also impacted positively but the lessons learnt are being factored into the next Financial Year with a view to increasing efficiency.
- To note the staffing issues in the report and how these are being addressed and reflected in the incoming strategy (Strategy 2). An update will be provided in due course.
- To note issue such as financial challenges and an efficiency programme being developed for the next Financial Year. To recommend the importance of understanding the historical context of these challenges in order to address them effectively. The Chair explained the 'twin-tracking' work in progress aimed at addressing the issues learnt and the development of an efficiency programme. An update will be presented to the Board in due course.
- To note the increased pressure on the organisation with a flat cash budget and inflation impacting in some areas such as pay award. It was agreed that developing an efficiency programme is therefore a necessity. The Chair noted the reality of deferring some work. He informed that a business plan, new strategy and efficiency programme will be presented to the Board in due course.
- To enquire about the advantages to be derived from the impact of hybrid working. It was explained that this is being explored but reduced travel levels is one area of advantage. The savings made are being deployed elsewhere to improve efficiency and avoid needless spending. Lessons learnt will also be monitored.

**Agreed:** to note the report.

## 8. DIRECTOR-GENERAL UPDATE (PAPER REF IOPC 03/22/08)

The DG noted the self-explanatory and detailed report. He invited members to raise any queries. He briefly highlighted some of his recent activities as follows:

- **Internal** – This includes interim arrangements for the departed Deputy DG(Ops), arrival of the new Head of Private Office, customer service accreditation achieved, trainings on leadership skills and senior leaders command to manage/minimise the impact of critical incidents.

- **External** – He noted the published report of the Home Affairs Select Committee (HASC). He drew attention to the commendation and acknowledgement of the progress the IOPC had made from the HASC Chair. A formal IOPC response is in progress and will be shared with the Board shortly. He also noted some of the meetings he attended with:
  - Key policing stakeholders (sponsored by the Home Office) aimed at adopting a joined-up approach. to improving public confidence in policing.
  - The Police Officer Staff Associations (POSA) providing an operational update etc.
  - Victims' family (Mina Smallman) – to better understand Mrs Smallman's views on the actions of the MET police and what could be improved. Also, to explain the IOPC's role and to get her feedback on what we could do better. Mrs Smallman has agreed to further share her experience/views to assist improvement.
  - The outgoing MET Police Commissioner – providing a mutual update on some relevant cases etc.
  - Matthew Rycroft (PS at the Home Office) – an update on our performance and learning aimed at improving public confidence in policing etc.
  - Wendy Williams (HMICFRS – discussions include supercomplaints work on stop and search, increasing effectiveness etc. There are plans for follow up discussions.
  - Martin Hewitt (Chair of NPCC) – for mutual updates and feedbacks etc.
  - The Strategic Policing Partnership Board – There was a productive discussion including the Beating Crime Plan, Police Leadership and the College of Policing Fundamental Review.

**Agreed:**

- to note the report.
- to commend the customer service accreditation achieved (3 years in a row).

**9. CABINET OFFICE REVIEW UPDATE (PAPER REF IOPC 03/22/09)**

The Deputy DG (S&CS) presented the report. He was supported by the Head of Policy & Public Affairs. He informed that the review date is still pending but this has not hindered the IOPC preparation. He introduced the 'critical friend' and consultant Mary Calam who provided details of her background and areas of work/expertise. She also gave her general observation of the policing landscape and related challenges. Also, her views on the previous document, noting the structure, content and key/focus areas, highlighting strengths and areas requiring further work. Overall, she commended the improved revised document before the Board with the strong narrative, setting out the IOPC's raison d'être etc.

The Board focussed discussion on:

- Seeking clarity in specific areas to enable further review of the document where necessary.
- The need to determine whether the document is ready to sufficiently support the Cabinet Office Review. It noted that additional updated figures may be required depending on the review date.

- The need for a collective view/consensus in areas such as the future overall governance arrangements. It was agreed that Mary Calam will follow up with members individually for views/thoughts to inform a further review of the document in this regard.

The Board also discussed and sought clarification as follows:

- To recommend possible further work in some areas such as impact, governance, making a difference, drivers of public confidence, evidence/data, resources, increased visual (e.g. through case studies) and conclusion.
- To recommend considering the theories of change and the related key dimensions, activities and drivers etc. This could be created, partially populated and followed by a gap analysis on moving forward some of the more intractable matters. It believed that such analysis would support impact reporting.
- To note the importance of distinguishing between public confidence in the IOPC and the police. Also, to consider the interconnections, given that these are interlinked. Where there is confidence in the IOPC, an outcome of that would be greater confidence in policing.
- To understand that the review is retrospective (noting where the organisation has been rather than where it is going) but this should not preclude some projection into the future about what the organisation should be doing. This should also be a basis for the new/incoming strategy.
- To note and welcome the opportunity for system shift provided by the document. For example, there is merit in the recommendation aimed at strengthening police practice/continuing professional development (CPD) but this may not be popular with some.
- To highlight the challenges of ensuring quality investigators whilst recognising the competition in the policing space with other organisations offering better salary/ terms and condition of service and the resulting impact on recruitment for the organisation.
- To note the opportunity provided by the exercise to tease out broader issues to support the organisation in playing a greater role in the policing space. It noted the plan for broader discussion in the future.
- To recommend interrogating some of the data and the net effect/impact on confidence in specific areas/regions.
- To recommend overall that the revised document is a significant improvement.

**Agreed:**

- To note the revised report and the further recommendations made. Specifically, the additional work Mary Calam will undertake.
- That the document is an indication of the IOPC's readiness for the review.
- To thank the Deputy DG (S&CS) and his team (including Mary Calam) for the work done which has transformed the document into one that is now supported.

**10. BOARD MEETING ATTENDANCE (PAPER REF IOPC 03/22/10)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**11. FORWARD PLAN (PAPER REF IOPC 03/22/11)**

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.

**12. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 03/22/12)**

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

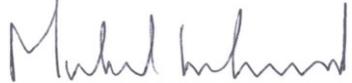
**Agreed:**

- To note the document.
- That the April Board meeting will be a virtual (MS Teams) meeting.

**ACTION: GOVERNANCE SECRETARY**

**13. ANY OTHER BUSINESS**

There was no other business.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	27 April 2022

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
4	Director S&I/Head of Finance
5	Director S&I