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## Board Meeting

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**Date & Time:** Wednesday 15<sup>th</sup> September 2021 at 09:30hrs

**Venue:** Virtual Meeting

**Present:**

Michael Lockwood	Director General/Chair
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
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 10)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
David Emery	General Counsel
Lindsay Harvey	Strategy Unit Manager (Item 10)

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 09:30hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

## 2. APOLOGIES

There were no apologies received.

## 3. DECLARATION 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 WEDNESDAY 21<sup>st</sup> JULY 2021 (PAPER REF IOPC 09/21/04)

The Board considered the minutes of the last meeting held on Wednesday 21<sup>st</sup> July 2021. The Board discussed the proposed working group under item 11 and noted the progress reported (under item 5 below).

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

## 5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 09/21/05)

The Board considered actions arising from the last meeting.

### Action:

- To update the next P&C Committee meeting on cybersecurity and related staffing. It was explained that this is primarily ARAC's remit where regular ICT updates are provided. A copy of the ARAC report (for its next meeting in October) will be shared with the P&C Committee. Meanwhile, a contextual (oral) update would be provided to the P&C Committee meeting in September. **(ACTION)**
- To update the P&C Committee (at its next meeting) on the new ways of working. A report is being provided to the September committee meeting.
- That the SID will establish a group (advised by General Counsel)<sup>1</sup> for further discussion around Board assurance in relation to operational decision-making. The SID (leading this work) provided an update on the discussions held to date. Terms of Reference have been shared for feedback. Further updates would be provided to the Board meeting in November. **(ACTION)**
- To make enquiries with Blue Light Commercial about fleet renewal matters. **(ACTION)**

**Agreed:** To note.

**ACTION: DEPUTY DG (S&CS)/SID/HEAD OF FINANCE**

## 6. HEADLINES PERFORMANCE REPORT (PAPER REF IOPC 09/21/06)

The Deputy DG (Ops) briefly highlighted as follows:

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<sup>1</sup> Under item 11.

- Timeliness – the targets continue to be achieved although workload is high. This is being monitored.
- Casework – there are staffing challenges. Recruitment is ongoing and this has impacted on KPIs. Work will be redeployed around the regions as necessary.
- The complexity of reviews (compared with appeals) means this work is taking longer but it also reflects an improved and more effective customer service.
- Appeals – there are still some complex legacy appeal cases which create additional work. This is being closely monitored.
- The staff turnover rate in London has increased and the appropriate responses are being adopted.
- Staff turnover figures were noted, and the necessary information/data is being gathered. Overall, staff are doing a good job under challenging circumstances.
- Post-closure work continues to be a challenge in many regions. For example, a case recently came to trial a year and half after the IOPC report had been finished. Gathering further data in this area is necessary.

The Board discussed and sought clarification as follows:

- To note the staff retention/turnover rate. It was recognised that this is not unique to this organisation, therefore gathering benchmarking data is recommended. The Deputy DG explained the drivers such as health and wellbeing risk, desired change and increased mobility particularly in some areas. The last staff survey was very positive. Another survey is imminent.
- The need to look at issues around operational thinking/delivery of strategy, such as the post-closure work and the response to the pandemic. Those issues should be coordinated for discussion at the October strategy meeting aimed at shaping Strategy 2. It was explained that issues (such as complexity of cases and post-closure work) are well known but they require supporting data analysis for a better understanding of the nature of demand on teams. Internal discussions are being held on prioritising resources in these areas.
- The need to manage perception of delay in the system in the context of reporting (with data and narratives).
- To reflect the impact of changing work locations in the discussions around new ways of working and to consider what this means for recruitment/retention going forward. It was explained that discussions are ongoing under the 'new ways of working' strategy, with due consideration for business needs and in response to changing circumstances.
- To enquire whether there are commonalities/themes emerging from cases which are taking longer. It was informed that this is being monitored.
- To note the recent Cabinet Office work on review of the criminal justice system and recommend IOPC contribute as part of the wider system.
- To emphasise the importance of ascertaining the impact of the pandemic on colleagues' professional lives and future plans. It was informed that work is in progress to gather the related information through exit interviews and 'local' surveys etc.
- To acknowledge the importance of exit interviews whilst recognising its challenges and limitations particularly where there is 'disconnect' in functions. In this context, it was recommended that a "forward-look" approach be adopted in measuring staff pulse (through 'stay interviews' such as regular 1-2-1) to help identify signs of burnout.
- To recommend improved coordination/connection of HR functions with priorities, risks and the strategic direction of the organisation.

- To acknowledge that colleagues are under pressure and the importance of timeliness without compromising on quality. To address quality, it was recommended that some questions should be raised such as:
  - What is being communicated about quality?
  - How is quality being supported?
  - What might be the consequences (intended or unintended) to quality?
- To note that some cases are more complex than others and this could help to develop understanding on how rigorous to be about quality and what QA might be. It was informed that work is ongoing to assess 'case weighting' and this would inform planning.
- To note that progress is being made on quality such as implementing minimum standards for investigations and the recently established QA forum which is looking at a variety of areas including the broader and tactical issues. Nonetheless, there is still more work to be done in this area. Quality is a key factor and the checks and balances in the process are being closely monitored.
- The Chair and Deputy DG (S&CS) noted that capacity and morale are key issues. In this context, a new people strategy is in progress which is a key part of Strategy 2. This is an indication of the proactive approach being adopted.

**Agreed:** To note the report.

## 7. RESOURCES (PAPER REF IOPC 09/21/07)

The Head of Finance briefly informed as follows:

- There was a small overspend in July. As at end of August, there is a forecast end of year overspend of around £300K, taking into account legal and ICT (Sopra Steria) costs and related uncertainties. This does not cause any concern at this stage.
- There are further risks around potential under/overspends including around estates and potential legal costs
- Looking ahead to 2022-23 – work is ongoing with the Deputy DG (S&CS) on business planning, noting expenditure, savings, cost pressures and new investments etc. This will be presented to the Management Board meeting in October.

The Board discussed and sought clarification as follows:

- To note that the overspend takes account of matters such as litigation costs and ICT matters.
- To note the challenges around single year budget allocations.
- To note that the Comprehensive Spending Review (CSR) will provide greater visibility, and that increased cost such as employer national insurance has been included for next year. The CSR should help to provide greater clarity and facilitate longer term decision making.
- To note the update provided by the General Counsel on litigation matters and the related uncertainties.
- To note that the ARAC October meeting provide an opportunity for a 'deep dive' of the budget.

**Agreed:** To note the report.

## 8. ORAL UPDATE FROM THE DG

The DG reported on the variety of activities he has undertaken since the last meeting including:

**Internal** – communication has continued via platforms such as the corporate leadership group, staff network and staff council etc. He also noted the success of the Aspiring Professionals Programme – where 12 individuals were mentored on a paid 4-week placement. He found the feedback inspiring and positive and noted the impact on the participants' plans for the future.

**External** – the DG reported on attendance/participation at the following events/meetings:

- Association of Police and Crime Commissioners (APCC) breakfast meeting - he provided an update on the IOPCs performance and responded to questions and issues raised at the meeting. Good contacts were made and follow up conversations arranged with some PCCs.
- Bishop James and Ken Sutton – meeting to discuss Hillsborough and related matters
- Daniel Morgan independent panel – he led a team to meet the panel to better understand the conclusions from their report and responded to/clarified some issues raised by the panel.
- Martin Hewitt, Chair of the National Police Chiefs Council (NPCC) – meeting to discuss issues such as 'super complaints', and related recommendations. Also, the recent IOPC publication on the use of Taser and the NPCC's response to the report.
- Andy George - National Black Police Association – Mr George commended IOPC for focussing on sensitive and key areas of work which impact public confidence in policing.
- Kit Malthouse, Minister for Crime and Policing – meeting to discuss a variety of issues such as the data on deaths in custody, performance targets, HASC work, digital evidence etc. It was a positive meeting.

The DG also provided other updates as follows:

- Impact report is being published shortly – this is the IOPC's third annual Impact Report setting out the difference we have made to policing.
- The French Parliament has sent a thank you message to the IOPC for its contribution to the debate, Beauvau de la sécurité, about establishing a similar organisation in France.
- IOPC has been contributing to discussions on the extraction of digital evidence as part of the Police Crime Sentencing and Courts Bill currently going through Parliament.

The Board welcomed and commended the recently published Taser report.

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

The Deputy DG (S&CS) highlighted the following:

- Update on new ways of working – some colleagues are now working from the office and work is being done to improve office capacity for increased/phased return to the office. A full return to the office is envisaged for January 2022. He noted the hybrid approach adopted and explained it will be tailored to business/team needs.
- Estate matters around the Sale and Croydon Offices. Also, the wider issues around location of offices.

- ICT – the cyber security accreditation has been renewed. Also, disaggregation from Sopra Steria Ltd (SSL) is progressing well and at the final phase of completion to meet the December deadline. Details would be provided to the October ARAC meeting.
- Complaints statistics are being published soon. There are also pending publications on other areas of work such as discrimination and abuse of position, highlighting lessons learnt.

The Board commended the comprehensive information provided and noted as follows:

- To recommend that in future certain items reported above might benefit from a written report, linking the information provided to strategic risks, strategic direction and implications etc.
- To note complaints related matters and the links to Strategy 2. It was noted that a new approach is now being adopted. There is now a wider interest in learning and consistency/coordination of these functions with Police and Crime Commissioners (PCCs), given the link of functions between the IOPC and PCCs. The Director, S&I informed that the Oversight Team is looking into this area.

**Agreed:**

- To note the report.
- That in the future, the DG will consider providing headlines to his update report. **(ACTION)**

**ACTION: DG**

**9. CABINET OFFICE REVIEW (ORAL)**

The Chair and Head of Private Office briefed on progress in this area. A Home Office response on a potential reviewer and the final terms of reference is awaited. The SID also briefed on the meetings/communications held with NEDs and others. Further meetings are planned, and an update will be provided to the October meeting.

**Agreed:** To note the report.

**10. IOPC STRATEGY DEVELOPMENT – CONFIDENCE, MISSION, VISION AND OUTCOMES (PAPER REF 09/21/10)**

The Head of Business Development (supported by the Strategy Unit Manager) presented the document. He recalled the discussion at the July Board strategy meeting and the feedback received which is reflected in the document presented. He also updated on the follow up activities and work done since the July meeting.

The Board discussed and made recommendations on the principles around the vision and mission for the organisation under the new strategic plan (Strategy 2) being developed. It also discussed the related statements. There was broad support for the proposed principles though some concern that the drafted statements did not all follow those principles closely enough. Board members were asked to provide further feedback outside the meeting. **(ACTION)**

The feedback would help review the document to be presented (with drafting proposals) to the October Board strategy meeting.

**Agreed:** To note the report and receive the revised document in October. **(ACTION)**

**ACTION: HEAD OF BUSINESS DEVELOPMENT/NEDS**

**11. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/21/11)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** To note the report.

**12. FORWARD PLAN (PAPER REF IOPC 09/21/12)**

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.

The Board discussed the mechanism for proposing items for the agenda. It was explained that proposals are usually sent to the Head of Private Office  
The Head of Private Office updated on the subject-specific sessions that are being diarised.

**Agreed:** To note the document and the ongoing work on the Forward Plan which would be circulated in due course.

**13. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/21/13)**

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

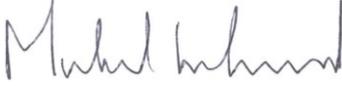
**Agreed:**

- To note the document.
- That the October and November meetings would be held virtually.
- That the SID will Chair the November meeting. **(ACTION)**

**ACTION: GOVERNANCE SECRETARY**

**14. ANY OTHER BUSINESS**

There was no other business.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	22/11/2021

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
5	Deputy DG (S&CS)/SID/Head of Finance
8	DG
10	Head of Business Development/NEDs