

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:** Monday 22<sup>nd</sup> November 2021 at 14:00hrs

**Venue:** Virtual Meeting

**Present:**

Julia Mulligan	Senior Independent Director (SID)/Chair
Bill Matthews	Non-Executive Director
Catherine Jarvis	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 8)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
David Emery	General Counsel

## **1. WELCOME AND INTRODUCTIONS**

The meeting (chaired by the SID) commenced at 14:00hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

## **2. APOLOGIES**

The meeting received apologies from Michael Lockwood (DG) who is attending (as keynote speaker) the Professional Standards and Ethics Conference in Stratford upon Avon.

## **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 15<sup>TH</sup> SEPTEMBER 2021 (PAPER REF IOPC 11/21/04)**

The Board considered the minutes of the last meeting held on Wednesday 15<sup>th</sup> September 2021.

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

## **5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 11/21/05)**

The Board considered actions arising from the last meeting.

### **Action:**

- To update the next P&C Committee and ARAC meetings on cybersecurity and related staffing. Both committees were updated at their September and October meetings respectively (reflected in the reports below (items 6 and 7)).
- SID to update the November meeting on the work around Board assurance in relation to operational decision-making. This was reported under item 13 (below).
- To make enquiries with Blue Light Commercial about fleet renewal matters. This is ongoing.

**Agreed:** To note.

## **6. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 28/09/21) (PAPER REF IOPC 11/21/06)**

The Committee chair noted the report circulated before the meeting and briefly highlighted some of the areas discussed such as capacity challenges and turnover.

The Committee chair also briefed on a recent meeting with the DG which included translating strategy into action and making the IOPC a great place to work. Also, the role

of the Committee in ensuring coordination of work. For example, the linkage between the People Strategy (and other strategies) to the new organisational strategy (Strategy 2).

The Board discussed and sought clarifications as below:

- To highlight the importance of wellbeing and the increased emphasis placed by employers as part of evaluating services and ensuring quality/standards.
- The need to translate wellbeing into workable and practical terms.
- To enquire about the basis for the new grievance policy primarily focussing on resolution (rather than investigation). It was explained that the new approach is based on previous experience and lessons learnt from previous policies including the need to avoid unnecessarily lengthy investigations. A copy of the revised grievance policy will be circulated once agreed. **(ACTION)**

**Agreed:** To note the report.

**ACTION: DEPUTY DG (S&CS)**

#### **7. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 13/10/21) (PAPER REF IOPC 11/21/07)**

The Chair highlighted some of the issues discussed such as resources and cybersecurity/ICT which are also on the agenda (items 9 and 11). There was also discussion around audited areas relating to data protection and procurement - recommendations are being implemented with resilient and robust action plans.

The Board discussed and sought clarifications as follows:

- To enquire and note the issues around licensing and how these are being resolved. It was informed that a further update will be provided to the ARAC January meeting and the report will be circulated to the Board. **(ACTION)**
- To note the emerging risks around super-complaints and support the deep dive being undertaken (at the January ARAC meeting) to better understand the risks and inform the new strategy (Strategy 2).
- To note the work being done by others such as the Domestic Abuse Commissioner and the Centre for Women and Justice on violence against women. Also, to recommend engagement with stakeholders and explore the opportunity for coordination in related areas (such as domestic abuse and abuse of position for sexual purpose).
- To enquire and note the timelines for the procurement action plan. Also, to note ARAC preference on timeline and prioritising resources.

**Agreed** To note the report.

**ACTION: DEPUTY DG (S&CS)**

#### **8. QUARTERLY PERFORMANCE REPORT (PAPER REF IOPC 11/21/08)**

The Head of Business Development introduced the report for the preceding quarter (Quarter 2). He informed that green and amber are envisaged towards the end of the strategic term. He noted areas of concern such as confidence in police accountability and the impact of the Sarah Everard murder. He also noted key achievements such as:

- Launch of the digital media management system which has significantly increased capacity.
- Completion of the ICT data centre move.
- Response to the Information Commissioner's Office (ICO) audit.
- Case Management solution (ongoing).
- Launch of the Future Ways of Working policy.

He noted the preparatory work being done in anticipation of the Cabinet Office review and HASC report. Also, the key areas of work around:

- Public debate on police culture.
- Capacity (turnover, staff morale and wellbeing etc),
- Transition to hybrid working and related estate matters
- Spending review and ensuring value for money (to inform Strategy 2 going forward)

On Priority 1, the Deputy DG(Ops) also highlighted as follows:

- Timeliness – this is progressing well overall. The closure of old cases impacted on the 12-month figure though performance remains above target. A deep dive will be conducted in December by the Operations Management Board (OMB) to learn/share best practice and understand regional variation.
- Complexity is being monitored and “linked cases” have increased with related challenges. These are cases where investigation begins with one officer and evidence link others, thus generating other investigations. This is still regarded/recorded as a single case even though some are not genuinely linked. A review is required on recording/calculating such cases.
- Abuse of Position for Sexual Purpose (APSP) and Road Traffic Incidents (RTI)/Discrimination cases – these have increased with complexity. Some comprise criminal elements causing delay.
- Post-closure work remains high but relatively stabilised.
- Referrals – have continued to increase (with highest figure in October) and are being monitored. They are not translating into more independent investigations with many being returned for local investigations.
- Thematic areas have been reactivated and the workload is being managed with related challenges.
- National Ops – an action plan was considered by the Management Board and the challenges around this area are being managed. New recruitments have been made recently including a new interim head.
- The concerns around recruitment and retention/turnover include competitive salaries offered by other organisations. Proposals are being considered to address this.

The Board discussed and sought clarification as follows:

- To emphasise the importance of encouraging retention and conducting retention interviews.
- The need to be conscious of the challenges and related risks to inform discussion/reflection under Strategy 2.

- To acknowledge that the positive RAG ratings are those areas within IOPC control.
  - To enquire about how forces accept recommendations. The Director S&I explained the different types of recommendations. Those requiring a response from forces on whether or not they are accepted (such as s.28A PRA – usually made at the end of an investigation) are formally tracked. There are plans to follow up with other types of recommendations and publish the outcome including the recently published Taser report.
  - To note the impact of resources on many of the discussions and consider reflecting resources as a risk in the risk register.
  - To note grading scales across the public sector, policing in particular and recommend coordination/comparative analysis in highlighting the potential for unhelpful competition between Home Office agencies such as the IOPC and NCA.
  - To enquire when the reprioritisation work on recruitment would begin to impact on performance targets. It was explained that recovery is envisaged by the end of the financial year, moving to a stronger position by the start of the next financial year.
  - To consider (as part of the solution) matters such as over-recruitment and encouraging staff mobility across the business.
  - To note the issue of timeliness which persists and the importance of developing understanding, particular in areas outside IOPC control. It was informed that a communications document around this would be shared with NEDs in due course.
- (ACTION)**

**ACTION: DEPUTY DG(OPs)/DIRECTOR, S&I**

Under Priority 2, the Director S&I drew attention to the work done (such as the Taser review, learning recommendations etc.) to drive improvement in policing through learning. This is starting to manifest as reflected in the survey conducted but there is more work to be done. The work from the Everard investigation provides a good opportunity to further highlight learning. She further noted that:

- Learning recommendations have been reflected in areas such as abuse of position for sexual purpose (APSP), culture and ethics. Implementation of these recommendations will continue to be tracked during Q3.
- The supercomplaints have been primarily around vulnerability (of women in particular). Collaboration is ongoing with stakeholders to produce the next learning magazine focussed on APSP. The work of the Centre for Women and Justice around police perpetrators of domestic abuse is also being shared. This provides opportunity to make strong learning recommendations as part of ensuring systemic change.
- The IOPC is also participating in the discussion being held around finding a case to answer for misconduct in the absence of criminal action.

The Board discussed and sought clarifications as follows:

- To recommended coordination of areas relating to violence against women and girls (VAWG) more broadly. It was informed that the model applied to dealing with discrimination would be adopted in this area, drawing on lessons learnt.
- To note the importance of intersectionality and the discussion held in relation to the new EDI strategy at the previous meeting of the People and Culture Committee.
- To consider how the IOPC work on supercomplaints will lead to change and improvement in policing with emphasis on clarity. The Director S&I informed that these

are being considered to ensure consistency and coordination with others. A deep dive report is being prepared noting the challenges and risks faced etc. This will be presented to the next ARAC meeting in January 2022.

- To note the potential risks associated with supercomplaints concerning VAWG

Under Priority 3, the Director noted as follows:

- The rating was not unanticipated given the dip in youth confidence. The next public perception tracker is also likely to be impacted by the Sarah Everard murder. The IOPC will be contributing to the discussion to influence change and improve public confidence.
- Related work is ongoing such as a media communications package being developed with key messages around the work/role of the IOPC. Also, the recent launching of the 'rights and respect' campaign on Instagram as part of stakeholder/youth engagement.
- The police complaints statistics was recently published. Accessibility is improving but there is more work to be done.

The Board enquired about the basis for the significant increase in the membership of the youth panel. It was explained that the current number is satisfactory but may change over time. It noted that the Public Perception Tracker (PPT) is focussed on sectors where confidence is low (e.g. youth and BAME). It enquired about the document's response to changing circumstances, specifically the continued focus on VAWG. It was explained that discussions on the PPT are held annually and specific questions relating to perceptions on gender issues will be reflected in the foreseeable future.

Under Priority 4, the Deputy DG (SCS) highlighted the following:

- Update on ICT exit and the notice to Sopra Steria Ltd. Also, the impact of disaggregation on efficiency and effectiveness and the significant savings to be made annually.
- Cybersecurity (noted under item 11).
- Information Commissioner's Office (ICO) audit – review meetings are being held and the outcomes are being implemented including mandatory training for all colleagues in some area.
- Staff survey is being conducted this year.
- Future ways of working – the business needs framework is being piloted reflecting hybrid working driven by business needs and performance, whilst encouraging flexibility, remote working etc. This has been well received.
- Estate matters – update.

**Agreed:** To note the report.

## **9. QUARTERLY RESOURCES REPORT (PAPER REF IOPC 11/21/09)**

The Head of Finance briefly informed about staff underspend to date and the catch-up expected through recruitment etc. He noted that £0.5m underspend is likely to emerge at the end of the year. He also briefed on civil litigation matters. The Deputy DG (SCS) updated on progress in relation to civil litigation matters.

The Board discussed matters relating to dispute resolution, capital allocation and related risks and the likely outcome on expenditure.

**Agreed:** To note the report.

## 10. ORAL UPDATE FROM THE DEPUTY DGs

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

- Cabinet Office review – details of the lead reviewer and timing of review are awaited but preparatory work is ongoing through self- assessment work and mock/peer review.
- Home Affairs Select Committee (HASC) – the DG met with the HASC chair recently and it is envisaged that the report will be published early next year.
- Senior Sponsor meeting with the Home Office – a positive meeting was held with the Sponsor Team. The new Home Office DG is keen to attend a Board meeting in the future and to observe the organisation at work.
- Comprehensive Spending Review (CSR) – two scenarios are likely to be presented in this area (i) flat cash and (ii) minus 5% for the first year, followed by flat cash in the subsequent two years. Flat cash is likely to be affected by inflation, pay award etc. A meeting is being held with the minister in the next few weeks.
- Strategy 2 – a recent meeting was held with external stakeholders' group on the new strategy. Staff engagement is also ongoing.
- People strategy – work is ongoing to support Strategy 2 with resulting impact on other related strategies (such as communications and quality).

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

**Agreed:** To note the report.

David Emery and Catherine Jervis left the meeting at 16:00hrs.

## 11. CYBER STRATEGY (PAPER REF 11/21/11)

The ICT Security and Information Assurance Manager presented the document for approval. This is aimed at ensuring a co-ordinated enterprise level approach to cyber defence for the organisation, its assets, services and staff.

He highlighted key areas and noted that the document is informed by the National Cybersecurity Centre (NCSC) Guidance underpinned by the ten 'Steps to Cyber Security' and the key principles of "Defend, Deter, Detect and Develop" capability. The accreditation noted in the ARAC report is also reflected. This is being tested with external accreditors around Spring. He also briefed on pending work.

The Board endorsed the document and commended the work done which has put the organisation in a better place in relation to cyber security matters.

**Agreed:** To approve the document.

## **12. RISK REPORT/STRATEGIC REGISTER (HALF-YEARLY REPORT) (PAPER REF 11/21/12)**

The Risk and Audit Manager presented the register and highlighted the recent changes to the document including the work done on risk appetite. The Board noted areas of proposed risk and the review conducted by the ARAC at its October meeting (noted under item 7). It was informed that a revised risk policy is being presented to the January 2022 ARAC meeting for approval.

### **Agreed:**

- To note the report.
- That it is comfortable with risk management in the organisation.

## **13. GOVERNANCE DISCUSSION FOLLOW UP (PAPER REF IOPC 11/21/13)**

The document was introduced by the Head of Private Office. The aim was to present a summary of the discussion held at the Unitary Board strategy meeting in October in relation to current governance arrangements. Also, to agree the document and the related action plan aimed at adopting a coordinated approach to governance. She informed that the DG is keen to share the document to inform the Cabinet Office review.

The Chair/SID also updated on the recent meeting held with the DG on Quality Assurance and related governance (i.e. a demonstrable way of assuring and enhancing quality). The meeting agreed to reconvene in the New Year and a deep-dive on quality is also planned for the February Board. The ARAC Chair had been invited to join the January meeting given the related work being undertaken. by ARAC.

The Board recommended a review of the paper, reflecting matters such as:

- Whether all of the discussion had been adequately captured, and was presented in the right way.
- Clarity on areas of challenges.
- The status quo about DG/Chair and the perspective on independence.

It was recommended that a more detailed document be prepared for internal use only. The Chair recommended the paper for discussion at the next 1-2-1 meeting of the DG and SID, and revert back to the Board. **(ACTION)**

### **Agreed:**

- To note the document.
- That the Chair will discuss further with the DG as recommended and revert to the Board. **(ACTION)**

**ACTION: SENIOR INDEPENDENT DIRECTOR (SID)**

## **14. HEALTH AND SAFETY REPORT (ANNUAL) (PAPER REF IOPC 11/21/14)**

The Board noted the annual H&S report circulated. It emphasised the importance of H&S in moving into a hybrid working environment and recommended that this be closely monitored. It referred the report to the next meeting of the People and Culture Committee. **(ACTION)**

**Agreed:** That the report be referred to the P&C Committee. **(ACTION)**

**ACTION: H&S MANAGER**

**15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/21/15)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** To note the report.

**16. FORWARD PLAN (PAPER REF IOPC 11/21/16)**

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 11/21/17)**

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

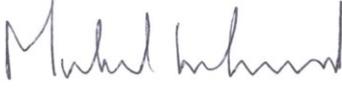
**Agreed:**

- To note the document.
- That the January (strategy) meeting will be held in Canary Wharf **(ACTION)**.

**ACTION: GOVERNANCE SECRETARY**

**18. ANY OTHER BUSINESS**

The Board noted that this would be the last Board meeting attended by the Head of Private Office prior to departure. It thanked her for the many years of dedication and excellent service to the organisation and wished her well for the future. It received update on recruiting her replacement.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	26 <sup>th</sup> January 2022



## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
6 and 7	Deputy DG (S&CS)
8	Deputy DG (Ops)
13	SID
14	H&S Manager