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Board Meeting

Date & Time: Wednesday 20th July 2022 at 10:30hrs

Venue: Virtual

Present:

Miranda Biddle	Interim Director of Operations – North
Deborah Bowman	Non-Executive Director
Kathie Cashell	Director, Strategy & Impact
Christine Elliott	Non-Executive Director
Catherine Jervis	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:

Saeed Ali	Member (Youth Panel) (Item 4)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Will Clothier	Yonder Consulting (Item 11)
Rose Dowling	CEO, Leaders Unlocked (Item 4)
Derwen Fay	Member (Youth Panel) (Item 4)
Elizabeth Jones	Senior Stakeholder Engagement Manager (Item 4)
Tom Jones	Stakeholder Engagement Officer (Item 4)
Marie Morrissey	Head of Private Office
Paris Omar	Member (Youth Panel)
Anna Reynolds	Yonder Consulting (Item 11)
Amanda Rowe	Observer
Amania Scott-Samuels	Member (Youth Panel) (Item 4)
Danny Simpson	Senior Lawyer
Rachael Toon	Research Manager (Item 11)
Sarah Woolley	Quality Assurance Manager (Item 8)

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 welcomed the representatives of the IOPC Youth Panel attending the Board meeting for the first time (Item 4).

2. APOLOGIES

As a regular attendee at Unitary Board, apologies from David Emery were noted.

3. DECLARATIONS OF INTERESTS

Members were invited to declare any interest in the items on the agenda. Under item 5 the DG/Chair declared a personal interest under the item on Cabinet Office Review. If there was any discussion on this item, he would withdraw from the meeting. Under item 10, the SID declared an interest as Chair of the Gangmaster and Labour Abuse Authority (GLAA).

4. YOUTH PANEL PRESENTATION (PAPER REF IOPC 07/22/04)

Following introductions, Rose Dowling briefly drew attention to the origin of the partnership between the Youth Panel and the IOPC which has continued to develop and influence the organisation's work.

Members of the Youth Panel (led by Amania Scott-Samuel) gave a presentation highlighting the following:

- The diverse membership of the Youth Panel (across England and Wales) and its purpose, to improve trust and confidence of young people in policing and the police complaints system.
- The outcome of the recent youth survey aimed at capturing young people's views/experiences of the police complaints system.
- Some of the work being undertaken including workshops conducted across England and Wales, and the resulting themes/issues such as stereotyping, awareness and over-policing in some areas.
- Youth Panel recommendations to increase and maintain regular engagement with the Board and consultation on key issues

The Board discussed as follows:

- The diversity of the Youth Panel membership and its work, welcoming in particular their recommendations of a closer working relationship with the Board.
- The outcomes of the youth survey conducted and the resulting views across regions.
- The demographic and geographic drivers in the difference in people's experiences with the police along with the experiences of Black and Minority Ethnic groups. Appropriately reflecting these differences and inequities in the organisation's work was considered.
- Welcome the nature of the future work on developing a trust map showing levels of young people's trust across regions. This should complement ongoing work such as workshops.

- The priority areas (from a Youth Panel perspective) including use of Body Worm Video (BWV), increasing knowledge and awareness of the police complaints system, increasing user voice about negative experiences, providing advocacy services in the community to support young people in understanding their right to complain.
- Support the recommendations of the Youth Panel, including developing best practice across regions.
- Welcome the proposal for closer engagement with the Board and recommend looking into how other organisations are integrating young people into the Board/leadership (e.g. through mentoring) and ensure young people's voice is considered at the strategic level.

The Chair acknowledged the value added by the partnership and pledged continued commitment to it. He also supported the recommendations made and proposed that a paper be presented for consideration at a future Board meeting (**ACTION**), providing details including:

- The nature of the proposed engagement with the Board (e.g. presenting an Annual Report, holding periodic seminars to debate key issues etc.).
- Key areas to which the Board could commit (for delivery) and be held accountable by the Youth Panel. This will complement ongoing work in the partnership.

Agreed:

- to commend the work being done and thank the Youth Panel for the opportunity for engagement;
- to look forward to receiving the proposed paper.

ACTION: DIRECTOR S&I

5. MINUTES OF LAST MEETING HELD 22/06/22 (PAPER REF IOPC 07/22/05)

The Board considered the minutes of the last meeting held on Wednesday 22nd June May 2022.

It noted the developments with the sign-off of the Annual Report and Accounts (ARA) (under item 7).

Agreed: To note and approve the minutes for the Chair's signature.

6. MATTERS ARISING (PAPER REF IOPC 07/22/06)

The Board considered the actions from the May strategy meeting.

Agreed: To note the document.

7. ICT STRATEGY (PAPER REF IOPC 07/22/07)

The Head of ICT presented the report and strategy document for the Board's approval. He briefly highlighted the purpose of the strategy including changing the role of IT in the organisation and embedding IT as part of the organisational culture for innovation, effectiveness and efficiency. As part of achieving its objectives he underscored the

importance of developing and investing in a highly skilled team. He noted that the strategy is anchored around three pillars (i.e. performance, partnering and progress) which will form the basis for engagement with the rest of the business and delivering the overall organisational objectives.

The Board discussed and sought clarifications as follows:

- To note and commend the good work done in this area. Also, to support the direction of work, going forward.
- To note and acknowledge the challenges ahead such as resources but express confidence in the good work of the IT team evidenced by its previous work on disaggregation and SSL exit.
- To recommend regular ARAC reviews of the ICT Strategy given the many/associated risks. Also, noting the fundamental change in how IT will operate going forward.
- To note that the ICT strategy addresses some of the core issues in the new organisational strategy (Strategy 2) but recommend further work to make even clearer how the strategy will drive/facilitate the achievement of Strategy 2.
- To enquire how the IT strategy links into the overall strategic plan for change in the organisation. Also, how governance works around investment, Strategy 2 and strategic change. In addition, how decisions are made, the benefit of those decisions and how they are tracked/monitored. The Membership and roles of the Digital Delivery Board and the Digital Programme Board were briefly explained. The business process was also explained. All these are reported to Management Board.
- To recommend that the linkage to Strategy 2 be reflected in a complementary document using a flow chart.
- To note and approve the modular/smaller scale approach being applied under the strategy. Also, the focus on configuring (rather than customising) which links with the integrated mindset approach under IT.
- The need to ensure clarity/alignment with the scheme of delegation and other documents under item 10 (below). The need to ensure a single coordination of change and how IT would be involved in that.
- To note the significant IT improvement in the organisation and recommend review of the 'submissive' language in the document to capture that and make IT somewhat more 'muscular' around decisions, business cases and benefits etc. Also, to recommend clarification of the governance in this area.
- To highlight the relationship between business and IT and the mutual understanding between them.
- To consider resource constraints and making choices to support strategic priorities and make impact.
- To note the associated People element and enquire about effecting culture change/different ways of working.

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

- a new performance framework is being developed under Strategy 2 and detailed quarterly report will be presented to Board meetings. There are also plans for a 6 monthly review of the ICT risks at ARAC. He further noted the link to the 4th

strategic objective relating to performance and providing colleagues with the tools needed to ensure effective performance such as a new record/document and information management systems and Case Management System. The IT strategy is repositioning itself in a direction which ensures colleagues do their jobs with cutting edge technology.

- There is an annual Business Planning Framework across all teams that determines annual priorities and this is supported by an Integrated Change approach where this is varied.
- The IT risk was significant under the preceding strategy, but the risk has evolved under the new Strategy (i.e. Strategy 2). The future risk is about engagement with the organisation to ensure innovation and the ability of the ICT team to meet them. This is being monitored and addressed.

The Head of ICT also informed as follows:

- people are our biggest cost. The costing has been well planned and the budget is affordable. Capability gaps have been identified.
- The technology side aim to ensure value for money. The significant investments made are based on making business cases, noting the benefits and returns etc.
- On culture change, this is primarily delivered through the partnering approach - making sure there is understanding where the rest of the organisation may be less reluctant to adopt new ways of working or resistant to change. This is being addressed.

Agreed:

- To thank the ICT team for the good work done and agree the Strategy.
- That an approach to monitoring the risks of the ICT strategy be discussed and agreed with the Chair of ARAC.
- That Unitary Board will receive quarterly updates as part of Quarterly Strategic Reporting of Strategy 2.

8. PROPOSED NEW COMMITTEE (QUALITY) (PAPER REF IOPC 08/22/08)

The Director, S&I (supported by the Quality Manager) introduced the report noting the ongoing discussion and recommendations of the working group (comprising NEDs and executives) on quality assurance (QA) including the formation of a Quality Committee to oversee (operational and organisational) QA. The document circulated notes details of the proposal. The Terms of Reference (ToR) will be developed, aligned with other ToRs and presented to the Board for approval.

Agreed: To approve the proposal to establish a new Board Quality Committee and look forward to receiving the associated documents/ToR.

9. CODE OF PRACTICE (REVIEW) (PAPER REF IOPC 07/22/09)

The Head of Private Office presented the document for approval. It sets out the relationship between the Director General and the "Office" of the IOPC. The document is reviewed annually subject to any other necessary review such as new developments and proposals (such as item 8 above).

The Board noted and discussed the other documents such as the decision-making framework and scheme of delegation. Also, the need to develop a better understanding of the associated processes. It recommended more clarity on the difference between 'agreement' and 'decision' as well as the roles and responsibilities/relationship of the Board. It was agreed that the SID and DG will discuss the financial element at their bilateral meeting.

Agreed: To note the report and approve the documents subject to the comments and republish them with a July 2022 date.

10. STANDING ORDER/COMMITTEES TORs (REVIEW) (PAPER REF IOPC 07/22/10)

The Board also considered the standing order and associated documents i.e.

- Audit and Risk Assurance Committee (ARAC) Terms of Reference
- People and Culture Committee Terms of Reference
- Scheme of Delegation

It noted that the discussion about review under item 9 are also relevant to these. It recommended that the scheme of delegation be preceded by some principles to ensure clarity of purpose and better understanding of the document.

Agreed: to note the documents and republish them with a July 2022 date.

11. PUBLIC PERCEPTION TRACKER (PPT) (PAPER REF IOPC 07/22/11)

Yonder representatives presented the outcome of the PPT. The Board noted the strands of work undertaken with the public, groups where there is low confidence in policing and stakeholders. It noted the key findings such as:

- Increased awareness of the IOPC which is also translating into knowledge;
- Changing attitudes towards the IOPC;
- Positivity towards the police;
- Improved communications/engagement;
- Independence of the IOPC;
- Change in trust and confidence in the police;
- Focus on learning/changes and improvements (e.g. in timeliness);
- Working with the police and others to ensure implementation of IOPC recommendations;

The Board discussed as follows:

- To note the positive comments and areas for improvement.
- To note how the result feeds into a variety of areas such as the enabling strategies (under Strategy 2) to ensure they are evidence-based.
- To consider how the information could also feed into the discussion on public confidence.
- To recommend review of the broad questions (around people's perception of trust and confidence) and consider questions based on local experiences of the police.

- To recommend reviewing the pool of Black responders.
- To consider indicators driving IOPC awareness.

Agreed: To note the presentation and look forward to receiving the full report.

12. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 09/06/22) (PAPER REF IOPC 07/22/12)

The Board received the minutes of the last ARAC meeting held on 9th June 2022. It noted the oral presentation given by the Deputy Committee Chair at the June Board meeting.

Agreed: To note the report.

13. HEADLINE PERFORMANCE REPORT (PAPER REF IOPC 07/22/13)

The Interim Director of Operations – North, noted the operations performance and the progress in the right direction. Timeliness is being met and improving in a variety of areas including casework. Details will be provided in the next quarterly report.

The Board briefly discussed trends in case numbers. It was explained that there is month-to-month increased volume of referrals (up 13% in comparison with last year), but this could be viewed positively that forces are referring cases to the IOPC. Discussion is ongoing regarding prioritising resources to ensure case allocation.

Agreed: To note the report.

14. QUARTERLY RESOURCES REPORT (PAPER REF IOPC 07/22/14)

The Head of Finance noted the key point in the report circulated. He informed that:

- Overall, we are £0.27m below budget (compared to June). The year to date costs do not indicate areas of concern and the variances are considered timing differences rather than locked-in underspends. The projected overspend budget at the end of the year has been reported to the Home Office and there is no cause for concern.
- Risk areas - He summarised the risk areas including recruitment, vacancies and the pay award. The work being done on options to reduce in-year spend and address overspend in this area if necessary.

The Board has set up a Task and Finish Group whose job is to consider potential in-year savings in case of an overspend. It will also give advice to inform our 3-year Financial Strategy to balance the books and ensure the commitments in our Strategy 2 are properly funded. Details would be provided in due course.

Agreed: To note the report.

15. DIRECTOR-GENERAL UPDATE (PAPER REF IOPC 07/22/15)

The Board noted the DG's report circulated before the meeting. It noted some of his key activities and developments since the last meeting such as:

- Summary of investigations published in last month;
- Super complaint report on Police Perpetrated Domestic Abuse;
- The reopening of the Port case;
- Engagement with colleagues across Regional Offices to discuss key issues under the new Organisational Strategy (Strategy 2);
- Meetings held with Ministers and the Mayor of London;
- Leading discussion on trust and confidence in policing at the meeting of the National Policing Board;
- Events attended including the Met Police Annual Ceremony of Remembrance to honour officers who lost their lives in the line of duty. He also had the opportunity to engage with families;
- The Westminster Hall Debate on the Home Affairs Select Committee report on the Police Conduct and Complaints system.

Agreed: To note the report.

16. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/22/16)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

17. FORWARD PLAN (PAPER REF IOPC 07/22/17)

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.

18. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 07/22/18)

The Board considered the document on future meeting dates/venues. It noted the plan to hold the October meeting at a regional office

Agreed: To note the document.

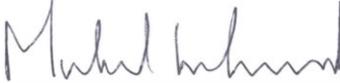
ACTION: HEAD OF PRIVATE OFFICE

19. ANY OTHER BUSINESS

There was no other business.

20. MEETING REFLECTION

The Board welcomed the presentation and the opportunity for engagement with the Youth Panel (item 4). It also commended the presentation on the PPT (item 11).

NAME	Michael Lockwood
SIGNATURE	
DATE	21 September 2022

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Schedule of actions

Agenda Item	Action by
4	Director S&I
10	Head of Private Office/Head of Finance
18	Head of Private Office