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Board Meeting

Date & Time: Wednesday 22nd June 2022 at 10:30hrs

Venue: Virtual

Present:

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

In Attendance:

Mike Benson	Head of Finance
Liz Booth	Director, People (Item 9)
Margaret Bruce	Governance Secretary
Mary Calam	Independent Consultant (Item 4)
David Emery	General Counsel
Simon Jones	Content and Design Manager (Item 7)
Marie Morrissey	Head of Private Office
Stephen Oakley	Head of Policy & Public Affairs (Item 4)
Sarah Woolley	Operations Quality Manager (Item 16)
Thea Walton	Head of Quality Standards and Oversight (Item 16)

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

2. APOLOGIES

There were no apologies received.

3. DECLARATIONS OF INTERESTS

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

The DG/Chair declared a personal interest under item 4, Cabinet Office Review. This pertained to the combined role he holds of both Director General and Chair of the organisation. As the accompanying paper recommends reaching an agreed position on the matter of an independent Chair, he stated that his personal interest could also reasonably be considered a prejudicial interest and therefore he would excuse himself from the meeting for item 4 only. It was agreed that Julia Mulligan, as SID, would chair the discussion in his absence.

The DG left the meeting.

4. CABINET OFFICE REVIEW UPDATE (PAPER REF IOPC 06/22/04)

The Board considered a report it had commissioned looking at possible improvements to governance arrangements, to which all members had given input. Three areas were agreed for implementation that would deliver significant benefit without disruptive change. Regarding the appointment of an independent chair, after careful consideration and taking into account the amount of other work to be progressed, the Board did not believe there is evidence to suggest this is a pressing matter at this time, accepting there are other possible models. If an independent chair is to be appointed, the Board respects that this would be a Home Office decision, which should be done at the point of appointing a new Director General.

Agreed: to implement the recommendations in areas such as clarifying roles, deepening relationships and assurance of decision-making.

5. MINUTES OF LAST MEETING HELD 25/05/22 (PAPER REF IOPC 06/22/05)

The DG returned to the meeting.

The Board considered the minutes of the last meeting held on Wednesday 25th May 2022.

Agreed: To note and approve the report.

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

The Board considered and deferred the document for clarity and completion of actions.

Agreed:

- To note the document.
- That the Head of Finance contact Christine Elliott to discuss sustainable accounting aimed at mitigating climate change.

7. ANNUAL REPORT AND ACCOUNTS (2021-22) (PAPER REF IOPC 06/22/07)

The Head of Finance presented the Annual Report and Accounts (ARA) for approval. He was supported by the Content and Design Manager. He informed that the document had also been considered at the June meeting of the Audit and Risk Assurance Committee (ARAC). He briefly noted the minor amendments being made before sending to the Home Office. Also, the Impact Report being prepared to complement the ARA.

Agreed:

- To note and approve the ARA subject to the minor amendments.
- To thank the team for the good work done.

8. ARAC ANNUAL REPORT (PAPER REF IOPC 06/22/08)

The ARAC Chair presented the report - a standard part of the governance assurance built into the ARA. She highlighted the key risks and the support provided by the Government Internal Audit Agency (GIAA). The annual audit opinion has been maintained at moderate rating (noting significant improvement in previously challenging areas and now embedding greater internal control and second line of defence etc). There is greater confidence from the GIAA in terms of timely implementation of internal controls.

In conclusion, the meeting noted the audit work completed during the last financial year, the challenging areas and the work for the year ahead.

Agreed: to note the report and thank the Committee Chair.

9. EQUALITY, DIVERSITY AND INCLUSION (EDI) STRATEGY AND POLICY (PAPER REF IOPC 06/22/09)

The Director, People presented the report and documents. She briefly noted the background and history of the organisation which informed the documents and examples of the work done such as establishing and supporting the discrimination networks. Also, the related policies developed such as the recruitment and respect policies and the recent 'know the line' campaign (a mandatory training for all staff). All these are being coordinated and published as a statement of intent to demonstrate the organisation's commitment to EDI. Individual colleagues are also being encouraged to demonstrate commitment to EDI.

The Director noted the extensive consultations held on the documents including the input from the People and Culture Committee. The document presented brings together the work being done on EDI.

The Board discussed as follows:

- To note the document and commend the extensive work done.
- To welcome the interconnected approach adopted and the link with Strategy 2. Also, the reflection of intersectionality and socioeconomic status alongside other protected characteristics.
- To recommend that the document remain live for continuous review and improvement.
- To look forward to seeing its impact and the opportunity to share lessons learnt.
- To recommend a slight review of measures around expectations, to reflect increased reporting which should be viewed positively towards improvement and measuring success.
- To consider sharing the document and align with the national policing policy driven by other stakeholders. It was informed that mutual cooperation is envisaged in this area. An example was the 'know the line' campaign which was informed by the NPCC.
- To recommend adopting an agile and responsive recording to identify trends. It was agreed that the director will contact Christine Elliott for further discussion on this.

The Deputy DG (S&CS) emphasised the importance of these areas and the need to ensure that they permeate organisational culture reflecting in areas such as recruitment and expectations of colleagues.

Agreed:

- To note and approve the document.
- To commend the input from the PCC, the Director, People and her team.
- That the PCC continue to monitor progress and learning in this area with periodic report to the Unitary Board.

10. UNITARY BOARD DEVELOPMENT – NEXT STEPS (PAPER REF IOPC 06/22/10)

The DG/Chair updated on progress in implementing the recommendations from the Board Development Day and sought approval to continue the work recommended.

The meeting noted the phases of work. The immediate work has been implemented and the 'next and future' work are in progress. In this context, the Board agreed the recommendations to establish a task force, its membership and timeframe to report back to the Board.

Agreed: to note the update and look forward to receiving the report of the task force.

11. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 25/04/22) (ORAL)

The Deputy Committee Chair chaired the last Committee meeting. He highlighted some of the areas of discussion such as the ARA, fraud and losses, internal audit and external audit matters (with unqualified opinion envisaged on the ARA) etc. He noted the positive comments from the GIAA on the quality of engagement and collaboration with IOPC colleagues. Also, the mature relationship with senior management and timely implementation of recommendations. The minutes would be circulated in due course.

The Board briefly discussed the risk management processes in relation to operational risk and the work being done to assure ARAC. It was agreed that the Interim Director of Operations (North) will attend ARAC meetings to assist ARAC in assuring itself on the risk management processes.

Agreed: to note the report.

12. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 11/05/22) (PAPER REF IOPC 06/22/12)

The Committee Chair noted the written report circulated before the meeting and briefly highlighted the following areas of discussion:

- Health and Safety, an area thoroughly scrutinised by the Committee and assurance sought and received.
- A workforce assurance framework aimed at increasing the level of assurance given to the Board in terms of timely, reliable and valid data to ensure quality. The data would be triangulated with other sources of data and improve the work of the committee. Also, ensuring coordination with the work of the ARAC.
- Preliminary discussion held on the People Strategy and its link to Strategy 2 in driving the necessary strategic changes. A follow-up focus meeting was proposed by the Committee in July for further discussion on the strategy.
- Staff survey – the Committee noted the richness of information provided and the insights it offered.

The Board briefly discussed the Stonewall membership and recent developments. It was explained that the PCC is monitoring the matter.

Agreed: to note the report

13. HEADLINE PERFORMANCE REPORT (PAPER REF IOPC 06/22/13)

The Director S& I noted the headlines as follows:

- Referrals – There is a slight decrease in demand, but it is too early to determine whether there is a trend. The report circulated gives a breakdown of the specific areas of referral, but it is important to note that from just over 400 referrals received, about 385 met the mandatory referral criteria. Assessments are being conducted to distinguish ‘core’ work and areas likely to drive public confidence. Targets are still being met in spite of the challenges.
- Investigation –

- 12 months - 90% investigations were concluded within 12 months.
- 6 months - targets are being exceeded with 43% investigations completed within 6 months. There are some dips in the numbers completed and the numbers started. There are also questions around the level and types of cases to be investigated in order to drive public confidence. More work is being done noting the varied nature and complexity of investigations.
- National Ops – turnaround plans are now in place for reviews, looking at efficiencies across the processes and adopting a proportionate approach.
- Reviews on DSI – these are few, but they are complex. Efforts are being made to spread the work more evenly.

The Interim Director of Operations (North) informed that the Unitary Board reporting is being restructured to reflect more information including the work done, future work and what is being progressed etc. (with detailed analysis).

Agreed: to note the report.

14. HEADLINE RESOURCES REPORT (PAPER REF IOPC 06/22/14)

The Head of Finance spoke to the current position. He informed that at this stage there is no cause for concerns over the spend YTD. The budget is on course and the Home Office has been informed about potential overspends on capital.

The Board discussed the challenges ahead and their potential implications for the organisation. It noted that a working group (supported by the Head of Finance) is being established to consider this. Efficiency planning was also discussed and an update on this work will be brought to a future meeting. Efficiency and affordability will be key to the successful delivery of Strategy 2.

Agreed: to note the report.

15. DIRECTOR-GENERAL UPDATE (PAPER REF IOPC 06/22/15)

The DG noted the self-explanatory report circulated before the meeting highlighting the internal and external meetings held including:

- Meeting with Dame Vera Baird, Victims Commissioner who has expressed great interest in the organisation's work. Areas of discussion include collaboration and Advocacy.
- Other meetings were held to discuss community work, learning and public confidence etc.
- Future meetings to be held with the Home Secretary, Policing Minister and National Policing Board etc.

Agreed: to note the report.

16. OPERATIONAL QUALITY ASSURANCE REPORT (PAPER REF IOPC 06/22/16)

The Head of Quality, Standards and Oversight presented the report. She was supported by the Quality Assurance Manager. The aim was to present an example of interim reporting to the Board on ongoing work to ensure quality of operational work. A separate working group is being established to develop a long-term organisational wide quality assurance.

Attention was drawn to key features in the report such as the qualitative work on activities already undertaken. Also, the 'end of investigation' decision-making report (annexed to the report for consideration). Members were invited to provide feedback and consider the form and frequency of reporting.

The Board welcomed the report and the work done including the 'end of investigation' decision-making report which is also being reviewed independently for effectiveness. It discussed minimum standards and the importance of ensuring they are relevant and current. It was explained that a variety of steps are being taken such as regular reviews/updates of the operations and management guidance and mandatory training (for all operation colleagues) ensuring accountability and achieving minimum standards.

It also considered the frequency of reporting and recommended bi-annual reporting. It was noted that some of the information could be presented quarterly through a dashboard. This would be addressed by the working group.

Agreed:

- To note the report and thank the team for the work done.
- That the working group consider this in more detail and recommend the regularity (content and format) of reporting to the board,

17. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/22/17)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

18. FORWARD PLAN (PAPER REF IOPC 06/22/18)

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 and the proposed presentation on Youth Panel work.

19. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 06/22/19)

The Board considered the document on future meeting dates/venues. It considered the proposal to return to holding meetings at regional offices providing the opportunity for visibility, engagement and other events.

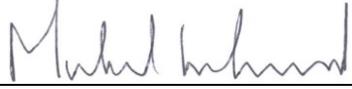
Agreed:

- To note the document.
- To hold the September/October Board meetings at regional offices.

ACTION: HEAD OF PRIVATE OFFICE

20. ANY OTHER BUSINESS

There was no other business.

NAME	Michael Lockwood
SIGNATURE	
DATE	20 th July 2022

Schedule of actions

Agenda Item	Action by
19	Head of Private Office