

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

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**Date & Time:** Wednesday 21st July 2021 at 13:00hrs

**Venue:** Virtual Meeting

**Present:**

Michael Lockwood	Director General/Chair
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 7)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Lianne Corris	Head of Private Office Group
Amy Cridge	Business Planning Lead (Item 7)
David Emery	General Counsel
Paulette Johnson-Clarke	Policy and Engagement Manager (Item 10)

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 13:00hrs and was quorate. The Chair welcomed members and other attendees to the meeting.

## 2. APOLOGIES

Apologies were received from Julia Mulligan.

## 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 23<sup>rd</sup> JUNE 2021 (PAPER REF IOPC 07/21/04)

The Board considered the minutes of the last meeting held on Wednesday 23<sup>rd</sup> June 2021.

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

## 5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 07/21/05)

The Board considered actions arising from the last meeting.

### Action to:

- Update the P&C Committee (at its next meeting) on cybersecurity and related staffing. It was noted that the report would be presented to the September meeting of the Committee. **(ACTION)**
- Update the P&C Committee (at its next meeting) on the new ways of working. It was noted that the report would be presented to the September meeting of the Committee. **(ACTION)**
- Provide further information in relation to benchmarking investigations. Complete. The meeting noted the information provided by email to Rommel Moseley (NED) on 19<sup>th</sup> July 2021.

**Agreed:** To note.

## 6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 09/06/21) (PAPER REF IOPC 07/21/06)

The ARAC met on 9<sup>th</sup> June 2021. The ARAC Chair gave an oral report at the last Board meeting and the minutes had since been circulated. She noted some enquiries arising from Board members around the following areas.

- Reduction in NED invoicing – the position was clarified and was not now an issue of concern.

- Contract management and ICT– Given the change from SSL, the need for assurance on the availability of the relevant skills to manage the projects/work and related risks going forward. The Deputy DG (S&CS) briefed the meeting on disaggregation and the related target model developed for monitoring and assurance purposes. About 90% exit had been achieved to date with significant savings made. For external assurance, the DDG referenced:
  - the ‘programme assurance intervention’ from the Cabinet Office.
  - the recent internal audit conducted on ICT disaggregation (achieving moderate rating).
- In terms of Contract management and skills availability – It was noted that an interim exit management team was established. This is now being made permanent with a view to ensuring that the necessary contract management skills are available. Work is also ongoing with a specialist company (Rainmaker) which is providing advice and other services.
- The ICO audit recommendations and their impact on work such as the ICT disaggregation and Case Management System (CMS) etc. There are potential impacts but these are being managed effectively.

**Agreed:** To note the report.

## 7. QUARTERLY STRATEGIC REPORT (PAPER REF IOPC 07/21/07)

This is the first quarterly report received since the Board’s discussion/decision to move towards a quarterly (and more comprehensive) report on the delivery of the strategic/business plan. This is complemented by the monthly (headline only) reports.

The quarterly report was presented by the Deputy DG (S&CS), Deputy DG (Ops) and Director (S&I). They were supported by the Head of Business Development and the Business Planning Lead. The report noted progress across the strategy and the RAG ratings. The following key issues were highlighted.

- Capacity – this is classified into three areas:
  - Our capacity to deliver – looking at the resources available (and the activities to be undertaken) to deliver change. Also, the impact of the new ways of working and recruitment etc.
  - Closeout of delivery and into the implementation phase - looking at our ability to effectively launch change and the ability of colleagues to effectively receive that change, understand and embed it. This is ongoing.
  - The multiple roles of leaders across the organisation e.g. managing operations and corporate matters as well as other functions (e.g. acting as information asset owners, embedding culture change, future ways of working, ICO audit related work etc.). It is important to consider and understand the impact/effect of the multiple roles on leaders and the need to ensure their effective involvement in the delivery of Strategy 2. In this context, the following were launched to address this:
    - New implementation plan aimed at providing a quarterly overview of the activities undertaken across the organisation. Also, to help better understand the complexity/size of those activities. A working group has also been established to consider the work sequence and adopt a more joined-up approach for effectiveness.
    - New change control process to better prioritise the work to be undertaken.

- A working group comprising both Deputy DGs and the Director, S&I (sitting below the Management Board) to make rapid decisions in response to changing circumstances.
  - Capacity challenges persist and the Management Board has requested a report proposing (short-term) solution, noting impacting factors such as the third wave of Covid-19 and the future ways of working etc.
- CMS and capacity issues – efforts are being made to ensure availability of resources to deliver the CMS, ICT and data protection activities. Plans are being made to strengthen senior leadership and assurance in this area.
- Overall reporting of police complaints data by the police data warehouse – this is being reviewed to identify lessons learnt and ensure functionality of the overall end to end services.

The Board noted in relation to operational performance:

- Referrals continue to increase. Based on current levels, 430 investigations are expected to be opened this year. This is slightly down from last year but reflects the increase complexity and overall demand on the organisation.
- Active caseload = 274 cases (lowest for some time).
- Post final caseload = 451. This is the highest it has ever been. These are now categorised for better understanding and progressing quicker with some requiring more input from us than others. Pressure on the post final stage is being impacted by wider systemic delay.
- Thematic tap is being monitored – this has not been turned off completely given that some core cases being taken on still reflect thematic areas.
- 6 and 9 month cases – There is a marked improvement. This is being closely monitored

The following was highlighted on strategic objective 4 (effective and efficient organisation). Noting the slight overspend reported under item 8 (below), indicators of effectiveness and efficiency include the following:

- the delivery of the efficiency programme and the reasonably healthy position in general.
- the staff pulse surveys undertaken during the lockdown and the positive outcome.
- The new ways of working in progress and envisaged for launch by October.
- The renewed cyber security accreditation.

Under strategic objective 2 – the Board noted the variety of activities in progress such as the Taser report (to be published soon), update on the discrimination theme with national learning recommendations around areas such as stop and search. It also noted the communication with the National Police Chiefs Council (NPCC) expressing concerns around the use of social media. A task force has been established and consultation is ongoing (with good response and collaboration) in addressing the issues raised.

Under strategy objective 3 – the Board noted the issues around improving confidence which permeates many areas. It noted the dip in youth confidence attributed to broader/external factors. It noted the ongoing programme of work (including community engagement, learning, improving the police complaints system etc) aimed at improving confidence. It noted that the latest public perception tracker should be out soon.

The Board discussed and sought clarifications as follows:

- To commend the comprehensive report which provides stronger assurance on issues.
- To note and acknowledge the transparency and honesty on pressures and challenges.
- To note related risks (e.g. resources, staffing etc.) and emphasise the importance of prioritisation going forward.
- To recommend that the report reflect and clarify areas requiring input/assistance from Board members.
- To recommend more clarity in the language of the report for better understanding and response from the Board.
- To enquire about the 'drain' from operations to corporate services. The process in place was briefly explained including the related challenges, the pressure on colleagues and the organisational solutions required.
- It was explained that a greater understanding of business as usual work and its linked to priorities was being made.
- To enquire about the frequency of review and reprioritisation in the planning processes linked to resource choices and priority setting with sufficient flexibility to respond to the external environment. It was explained that the challenges in the planning space had previously been discussed and work is progressing well to address them. In terms of planning and capacity:
  - In the long term - it would be ensured that prioritising and capacity is addressed at the early stage under Strategy 2.
  - In the medium term - the change control implementation plan should assist in this case.
  - In the short term – this is about what could be paused in the coming months/weeks such as dealing with the consequential effect of Covid-19, such as the human change.
- To recommend establishing alumni/register of former employees in addressing some of the capacity issues.
- To recommend deploying some of the Board's meeting time to help address the issues (in bite-size). It was explained that this view informed the proposal to produce quarterly (rather than monthly) performance and resources reports respectively – and enable better Board focus.

The Chair recalled the discussion held the previous day and the outcome such as utilising platforms such as the Corporate Leadership Network (CLN), Ops Management Board (OMB) and the Unitary Board to consider future action including the suitability of the current business model for Strategy 2 and the most efficient use of resources going forward.

**Agreed:** To note the report.

## **8. RESOURCES (PAPER REF IOPC 07/21/08)**

The Head of Finance noted as follows:

- Small overspend is envisaged, noting the related risk, but this is not of concern. The Home Office have been informed and are content.
- Impact of civil litigation costs on the budget.
- Underspend predicted for next year, but this is contingent on savings being realised (e.g. from ICT). The discussion with SSL is progressing well.

The Deputy DG (S&SC) briefed on the impact of pending civil litigation issues on the budget.

The Board discussed and sought clarifications as below.

- To commend the clarity of the report.
- To enquire about the fleet of cars in the report and environmental considerations. It was explained that renewal of the fleet is being phased over 3 years and sustainability is a key consideration, given future design and the new ways of working.
- To enquire about the restructure noted in the report. It was explained that a new Target Operating Model is being introduced in this area for effectiveness.

**Agreed:** To note the report.

## **9. ORAL UPDATE FROM THE DG**

The DG reported on the variety of activities he had undertaken since the last meeting. He noted the internal activities and the following externals.

- Bedfordshire Police Force visit. He met the Chief, the PCC, the Federation, front line officers etc. He also had a session with the community with good feedback.
- MOPAC meeting - the Deputy Mayor was in attendance and future meetings were envisaged.
- Meeting with the Chair of the Youth Justice Board. Areas of mutual interest discussed including disproportionality, stop and search and knife crime.
- INQUEST – meetings with families affected by the police use of Taser. Discussion has focused around the IOPC's review of Taser cases which is due for publication shortly.
- Police and Crime Commissioners (PCCs) meeting due the following day to improve understanding of the IOPC and its work.
- Manchester Community Reference Group meeting in relation to a Taser-related investigation.

The DG also updated on:

- The pending organisational review (Cabinet Office review).
- Home Affairs Select Committee (HASC) - report is due for publication post parliamentary recess.
- National statistics on deaths during or following police contact due for publication on 29 July.

The Deputy DG (Ops) updated on major cases/investigations. Some of these have been reported in the media.

The Deputy DG (S&CS) briefly noted as follows:

- Comprehensive Spending Review (CSR) – written communication is expected soon and a short deadline for response is envisaged. A strategy for responding is in progress.
- New ways of working – there is no dramatic change since the last Board update. The current back to office take-up rate remains relatively low as high level of caution persists. The future ways of working for different parts of the organisation should be concluded by September and launched in October.

- Places for growth – discussions have commenced with the Home Office and initial ideas are envisaged for submission in October.
- An update on office lease events relating to Sale, Croydon and Canary Wharf offices was given.

**Agreed:** To note the report.

## **10. IMPACT REPORT (PAPER REF 07/21/10)**

The Director, (S&I) presented the document. She was supported by the Policy and Engagement Manager. The aim was to present the third annual Impact Report to the Board for approval. It was noted that the document had previously been circulated for feedback. The feedback had been collated and coordinated (with explanatory notes) with some incorporated in the document which is now presented for final Board comment and approval prior to publication.

The Board discussed and sought clarification as follows:

- To commend the document and the good content. It enquired about wider circulation and making the document more impactful. The Director explained that the document is supported by a good communications strategy/plan. She briefed on the variety of work being done to support circulation and ensure impact. Going forward, the format/mode of communication to stakeholders would be reviewed and tailored accordingly. Also, there will be communication 'continuity' rather than just at the time of publication.
- To recommend future evaluation of the impact of the document. It was explained that evaluation is measured in a variety of ways such as the feedback received during stakeholder engagement. Also, from noting the number of times the document is downloaded on the website and tweets shared etc.

The Chair thanked the NEDs for their input/feedback on the document.

**Agreed:**

- To approve the document.
- To thank the team for the good work done.

## **11. CODE OF PRACTICE (PAPER REF 07/21/11)**

The Head of Private Office introduced the paper. She noted that the Code of Practice is a legislative requirement aimed at managing the relationship between the DG and the 'Office' (Board). The document was developed in 2018 and reviewed annually following consultation. There is no significant change in the current document. There were discussions around Board assurance on quality of operational decision-making.

The Chair proposed a separate platform for further discussion on the principles to be developed on Board assurance around operational decision-making.

The Board welcomed the proposal. It emphasised the importance of preserving the independence of the organisation – a key element to ensuring public trust and confidence.

It agreed that operational decision-making is not the role of the Board but there was a need for the Board to assure itself around the quality of decisions being made.

**Agreed:**

- To approve the document.
- That the Chair will establish a group (advised by General Counsel) for further discussion around Board assurance in relation to operational decision-making. **(ACTION)**

**ACTION: HEAD OF PRIVATE OFFICE**

**12. STANDING ORDER (WITH TORs) (PAPER REF IOPC 07/21/12)**

The Head of Private Office presented the document (with 2 Committee TORs annexed) for annual review. The annexures have previously been considered and recommended for approval by the respective committees.

**The Board discussed as follows:**

- the role of the SID and casting vote.
- 'restricted persons' and senior positions. It was explained that following consultations, a policy had been published on this which reflects the necessary flexibility/discretion.

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

**13. FUTURE BOARD MEETINGS (PAPER REF IOPC 07/21/13)**

The Head of Private Office presented the report aimed at agreeing (for implementation) some of the recommendations from the strategy meeting held by the Board in May. These included future (and frequency of) meetings, decision-making framework, Board mode of working going forward, board effectiveness, agenda content/discussion focus and further NED induction activity.

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

**14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/21/14)**

The Board considered the report presented by the Governance Secretary.

**Agreed:** To note the report.

**15. FORWARD PLAN (PAPER REF IOPC 07/21/15)**

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.

**16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 07/21/16)**

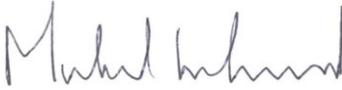
The Board considered the document on future meeting dates/venues.

**Agreed:** To note the document.

**ACTION: GOVERNANCE SECRETARY**

**17. ANY OTHER BUSINESS**

There was no other business. The Chair thanked and wished members and colleagues a nice summer break.

<b>NAME</b>	Michael Lockwood
<b>SIGNATURE</b>	
<b>DATE</b>	15 <sup>th</sup> September 2021

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
5	Deputy DG (S&CS)
11	Head of Private Office