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Board Meeting

Date & Time: Wednesday 23rd February 2022 at 10:30hrs

Venue: Virtual Meeting

Present:

Julia Mulligan	Senior Independent Director (SID)
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
Michael Lockwood	Director General/Chair
Tom Whiting	Deputy Director General (Strategy & Corporate Services)
Claire Bassett	Deputy Director General (Operations)
Kathie Cashell	Director, Strategy & Impact

In Attendance:

Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Jane Crane	Discrimination Technical Lead (Item 13)
Amy Cridge	Strategy Unit Manager (Item 12)
David Emery	General Counsel
Paulette Johnson-Clarke	Policy & Engagement Mgr (Item 13)
Chris Lake	MD, Integrated Development Ltd (Observer)
Stephen Oakley	Head of Policy and Public Affairs (item 8)
Jaee Samant	Director General, Public Safety Group, Home Office (Item 11)
Holly Tunley	Head of ODDT (Item 10)

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 Chris Lake (Integrated Development) who is observing the meeting as part of the board development programme. Chris briefly outlined the implementation of the development programme.

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 SID declared her involvement with the work on duty of candour.

Agreed: to note.

4. MINUTES OF THE LAST BOARD MEETING HELD WEDNESDAY 26TH JANUARY 2022 (PAPER REF IOPC 02/22/04)

The Board considered the minutes of the last meeting held on Wednesday 26th January 2022.

Agreed: To note and approve the report.

5. MATTERS ARISING FROM THE LAST MEETING (PAPER REF IOPC 02/22/05)

The Board considered actions arising from the last meeting.

Action:

- To provide an update on board development to the February meeting. This is addressed under item 10.
- To hold a meeting dedicated to discussion on the new strategy (Strategy 2) and the DG to present his operating model. The meeting has been scheduled for March.

Agreed: To note the report.

6. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 19/01/22) (PAPER REF IOPC 02/22/06)

The meeting noted the verbal report provided at the last meeting. The Committee Chair briefed on progress with the external audit matter relating to the Annual Report and Accounts (ARA).

The meeting discussed and enquired about the item relating to the staff survey. It was explained that the Committee's discussion was around morale and risk and how this is being addressed. The staff survey is being launched soon.

Agreed: To note the report.

7. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 20/01/22) (PAPER REF IOPC 02/22/07)

The meeting noted the verbal report provided at the last meeting. The Committee Chair noted the opportunity provided for broader context and gave further reflection on:

- The need to address people and culture matters in the context of risk and reputation, function/performance (rather than being conceptualised as a project or task). This is important given that people and culture matters permeates all areas of the organisation's work.
- Timeliness and the EDI strategy – noting that significant discussion was held on intersectionality (under the EDI strategy) but the task is yet to progress and align with current developments. Timeliness is key.

The Board discussed and sought clarification as follows:

- To note the variety of ongoing tasks/activities and emphasise the need for pace and picture.
- To enquire whether the Committee Chair is content with the organisational picture the committee is receiving. It was explained that there is work to do and change takes time. Also, good relationship and the necessary support is in place to ensure successful delivery. Prioritisation is also necessary.
- To enquire whether the Committee is clear on boundary given the references (in the report) to the operational/strategic matters to be addressed. It was explained that the Committee aim to be a:
 - resource for the development of thinking in terms of operational work and ensure there is evidence underpinning the reassurance received.
 - Platform for early/preliminary open and frank discussion about the direction of a project/idea and help adopt a joined-up approach. This is dynamic and a work in progress.
- To note the Committee's busy agenda and enquire whether the Committee Chair feels assured there is sufficient time to get through the materials received. It was explained that more Committee meetings may be necessary to progress some matters given the importance of timeliness.
- To propose that the Chair (and his team) meet with the Committee Chair to:

- take stock and discuss how to maximise the Committee's expertise and develop an effective agenda;
- get clarity on the work being delegated specifically to the Committee and the Board's view and expectation of the Committee;
- discuss the possibility of additional committee meetings.
- note the order in which matters are presented to the Committee conscious of the need for preceding thinking/input from executive members. **(ACTION)**

Agreed: to note the report and the work in progress.

ACTION: COMMITTEE CHAIR/DG/DEPUTY DG(S&CS)/DIRECTOR, PEOPLE

8. CABINET OFFICE REVIEW UPDATE (PAPER REF IOPC 02/22/08)

The Deputy DG (S&CS) presented the report. He was supported by the Head of Policy & Public Affairs. He updated the meeting on progress with the government periodic review of the IOPC. The review date is yet to be confirmed but it is envisaged that this is likely to be April.

As part of the internal preparation for the review, a self-assessment document was developed and discussed in January. It was also circulated for feedback. A critical friend (with significant experience and insight into this area) was asked to review the document and provide feedback which had been very useful. The feedback will be circulated to the Board with the revised document for discussion at the March Board meeting. **(ACTION)**. Our critical friend will attend the March meeting to participate and respond to enquiries.

The Board discussed as follows:

- To note that our critical friend given her background and experience is uniquely placed to review the document and provide feedback.
- To note the need to distinguish between operational and corporate governance, and the relationship between both. Also, consider managing quality and governance going forward as well as the role of the IOPC within the system. These are important discussions for the new strategy.
- To note the importance of clarity on who is doing what, how, when and why. For example, knowing that quality is an issue, what to do about it, why, when and how. Also, how this serves the interest of the Board and the organisational strategy and process.
- To note the meeting scheduled for the end of March and the preceding work to be done (on quality) with some non-executive members (noted below). The result would be a proposition developed and presented for discussion in April.

Agreed:

- To note the report.
- That Catherine Jervis, Deborah Bowman and Julia Mulligan will participate in the preliminary work on quality. **(ACTION)**

- That the draft document will be circulated with our critical friend's feedback to the March meeting. **(ACTION)**
- That the document on quality will be presented to the April meeting. **(ACTION)**

ACTION: DEPUTY DG(S&CS)/NEDS/DIRECTOR (S&I)

9. HEADLINE RESOURCES REPORT (PAPER REF IOPC 02/22/09)

The Head of Finance summarised the report as follows:

- There is a forecast £1.6m underspend by the end of the year.
- The arrangement with Sopra Steria Ltd is now completed with significant savings made in ICT.
- There is a substantial saving made from reduced travel during the pandemic restrictions. Both factors (ICT and travels) are being reflected in the planning for next year.
- There is also a substantial underspend on staffing costs, primarily due to vacancies and recruitment delays. The impact is being estimated/addressed in next year's planning. This is an area of concern, given the related risk. This may mean less spending but supporting data is required to be certain. There should be clarity by next month and the details in the report are self-explanatory.
- Capital – the £2m budget for next year is insufficient given that a new Case Management System (CMS) is costing £1.6m. The Home Office has been informed and this will be revisited in the next financial year.

The Chair briefed on the positive feedback received from Ministers about our work but no increase in the budget for next year. It was noted that this position is not exclusive to the IOPC.

The meeting discussed and sought clarification as follows:

- To note the difference between the budget proportion under Operations and Corporate Services (£22m and £17m respectively).
- To note the concern relating to the six-year Trim licences of £0.65m and enquire whether there might be other license renewals with similar challenges. It was explained that another area of concern is the document management. This is being reviewed and update will be provided. **(ACTION)**
- To note the challenges of recruitment into areas such as Comms and recommend alternative solutions (such as outsourcing). It was explained that most of the vacancies in Comms have now been filled and the team is now stabilised, but work is ongoing to develop alternative ways through a new target operating model. Christine Elliott and Bill Matthews (NEDs) volunteered to contribute to the discussion on alternative solutions. **(ACTION)**

Agreed:

- To note the report.

- That the Director (S&I) liaise with the two NEDs as above. **(ACTION)**
- To note and commend the settlement of the long-standing/pending civil claims.

DIRECTOR (S&I)/NEDS

10. UNITARY BOARD DEVELOPMENT (VERBAL UPDATE)

The Head of ODDT updated the meeting on the proposed development programme. She highlighted as follows:

- Meeting - 16 May has been identified for the board development meeting. Suitable (and accessible) venue will be identified and invite sent out soon.
- Observing - Chris Lake (currently observing) has met with the DG and will be meeting with other Board members for 1-2-1 discussions.
- Online survey has been circulated to members (and others) for completion.

The Head of ODDT or Private Secretary (Deputy DG (S&CS) are available to respond to any enquiry.

Agreed: to note the report.

11. HOME OFFICE PRIORITIES UPDATE (VERBAL)

The Director General, Public Safety Group, Home Office, joined the meeting to update on priorities. She had been in post for only three months and gave her background and experience within the civil service. She noted some changes in the last few years such as:

- Ministers' interest in operational details and different expectations;
- Changes in the National Crime Agency (NCA) - trends, challenges and achievements;
- Commending the changing (closer and positive) working relationship between the IOPC and ministers;
- Increase in crime (especially digital crime). This is a global issue.
- The mismatch between public expectation (culturally and behaviourally) from the police service. Police culture is now a major issue and a fundamental shift is needed. This is a priority area for Ministers given the link to public confidence.

The Director General (Home Office) further noted as below.

- The general commendation of the IOPC for the substantial progress made since its inauguration, particularly on cutting investigation time and increasing capability.
- The need for a meeting/discussion given that some of the non-executives are new and a new strategy is being developed.

- The role of the Board in supporting the DG/Chair and scrutinising performance. She acknowledged that the last few months have been about the sheer volume and complexity of cases being dealt with and the related challenges, some of which are now public knowledge.
- The importance of continuous engagement with stakeholders and partners to address some of the challenges relating to the post investigation process.
- The disappointment of budgetary constraints and the related challenges.

The meeting discussed as follows:

- To note the top challenges from the Home Office perspective to be addressed in the immediate future. This includes fraud, capability and resources.
- To note the action plan being developed (on fraud) by the Homeland Security Group.
- To reiterate the importance of communicating effectively about the IOPC as a force for change.
- To note the importance of tackling micro issues as well as system level matters. It was explained that the system level is currently represented by the National Policing Board comprising key players and chaired by the Home Secretary. It was agreed that a more coordinated approach is still needed in some areas and the Director General promised to look into the possibility of creating a platform to achieve this. She explained the complexity and sensitivity associated with addressing some challenges (such as homicide and gang violence) and assured that Ministers are not deterred but focussed on addressing the challenges.
- To note culture issues and the work being done in response such as the Dame Angiolini review.
- To note the issue of timeliness and the improvements made.
- The Chair recommended sharing views/ideas from our emerging strategies and use the Cabinet Office Review to help move forward in some areas.

Agreed:

- To thank the Director General for her input.
- That the Chair (and his team) will hold future meetings with the Director General and Policing Minister and present ideas for consideration as part of Strategy 2. **(ACTION)**
- To invite the Director General back later on in the year. **(ACTION)**

ACTION: CHAIR

12. QUARTERLY STRATEGIC REPORT (PAPER REF IOPC 02/22/12)

The quarterly performance report was presented by the Deputy DG (Ops), Deputy DG (S&CS) and the Director (S&I). The report considers performance against the four

strategic objectives and the annual business plan. The meeting noted some issues permeating all areas of the report such as the impact of Covid-19, working from home and sickness absences. It also noted the unplanned work around the Cabinet Office Review and various enquiries around public confidence issues. These create additional work but they are welcomed given the opportunity to be thought leaders in particular areas. The meeting noted as follows:

- **Strategic Objective 1** - To work with others to improve the police complaints system – Q3 has been challenging including staffing on-call rotas. The thematic work was paused over Christmas, but a high proportion of the thematic cases fell into the core work category.
 - **Timeliness** – the 12-month figure is positive at 90%. The 9-month figure is challenging but has increased to 62%. The 6-month figure has also increased to 34% (against the 35% target).
 - **The 12-month plus casework** has increased by 1 to 24 cases. Some have been delayed by matters outside IOPC control such as experts report.
 - **National Ops** – this was extensively discussed at the last meeting. Regarding recruitment, some interim posts are being turned into permanent posts. More recruitment is required and Future Design work is ongoing to improve effectiveness and the teams' way of working.
 - **Future Design** – Details of the success story with the Digital Team is noted in the report. Only the service users for the digital needs and post closure report work is being taken forward as priority. Case Management System (CMS) project will also continue but not some areas of Future Design work due to capacity issue.

- **Strategic Objective 2** – To improve policing by identifying and sharing learning from our work – confidence in achieving the outcomes is on green, noting the increased stakeholder perception of our work in this area. The key outputs on improvement includes the learning report on Op Linden and the positive response to the Taser report. More good work is expected in Q4 to maintain good stakeholder perception. This includes work on stop and search learning recommendations to be published as a result of the thematic work on discrimination etc. There is also the commitment to ask forces to mandatorily refer cases on the discharge of taser on children. Also, the learning the lessons publication will be focussed on abuse of position for sexual purpose (APSP). A proposal is also being completed to make violence against women and girls (VAWG) a priority theme for next year.

- **Strategic Objective 3** - To improve confidence in police accountability – the public perception tracker (PPT) result was shared. The stakeholder engagement work is ongoing and there is no further dip in youth confidence. Work is also ongoing on other thematic areas, and in trying to embed the cultural change needed to support the legislative changes last year. This is aimed at ensuring that the police are embracing the relevant good practice and culture change. The work planned for Q4 includes IOPC responsive work (conducting research to understand the barriers to confidence, focussing on women). Some high profile cases are likely to impact on public confidence in Q4.

- **Strategic Objective 4** – To be an efficient and effective organisation
 - The Sopra Steria contract has concluded with resulting positive impact on IT costs. The final move has been the migration of the data centre which is now concluded.
 - The hybrid working model was launched at the beginning of November. This was around the business needs framework which noted the benefits of remote working/office based working and what the model should be etc. The application varied for teams given that the model is underpinned by business needs. Implementation slowed around Christmas with the government Plan B but that is now relaunched in England (but not in Wales given the guidance for Wales to work from home).
 - The programme of work around records management is ongoing - following the Information Commissioner's Office (ICO) audit last summer. The second monitoring visit is imminent. Progress has been good and all colleagues have been trained etc. The next phase of work will commence next month.
 - As previously noted, the staff survey is being launched soon.

The Board discussed and sought clarifications as below.

- To enquire (under Priority 2) about implementation of the lessons learnt from the IOPC recommendations made to the police force. It was explained that when recommendations are rejected, these are reviewed (with consultation) to determine what could be done differently. Sometimes rejected recommendations are still published because it is the right thing to do. In terms of monitoring the implementation of learning recommendations, more discussion is required in this area, such as the role of the IOPC, the resources to be invested and the response expected from the system etc. This is likely to be addressed in the HASC report.
- The need to consider alternative way to reduce demand rather than eliminating thematic work given the perception likely to be raised that thematic work is not as important as core investigation. This has implication for working differently under Strategy 2 – moving from the perception of being an investigation organisation to a broader role within the system. It was explained that this is an important (but challenging area) as it helps to develop understanding on drivers of confidence but the core work is primary. In the future, assessment would be conducted to determine core and thematic work and what needs to be returned for local investigation. Sometimes, there is overlap between core and thematic work.
- The need to consider a balance in the proportion of thematic and core investigation work.
- The need to ensure that the research conducted considers other published reports (in areas such as domestic/sexual abuse) and triangulates data as appropriate. It was agreed that triangulating with other research helps to develop understanding of the drivers of confidence.
- The need to understand the reasoning behind the views in the PPT survey (such as personal, peer or community experiences). This is important to inform our communications strategy. Also, on perception of the IOPC as being proactive. To

recommend getting a representative sample/size/number for ethnic minority on the PPT survey.

- To note and commend the significant achievement to date and recommend that the sequence of reporting reflect achievement in totality (given that the current strategy ends in March 2022). It is important that those achievements are recognised, whilst noting areas requiring improvement. It was agreed that this will be reflected in the next report. **(ACTION)**

Agreed: to note the report.

ACTION DIRECTOR (S&I)

13. DISCRIMINATION DECISION-MAKER GUIDANCE (PAPER REF IOPC 02/22/13)

The Deputy DG (Ops) briefed on the background to the work in this area aimed at pushing boundaries and delivering cutting edge work on discrimination matters. The guidance presented is part of a broader look at how discrimination is considered, in particular where the discrimination is less obvious with implied bias. Such cases have increased (in areas such as stop and search) with resulting impact on confidence in policing. Many would welcome such cutting edge work but there are associated risks given the possible resistance from some stakeholders. The work is being presented for the Board's attention and awareness.

The Discrimination Technical Lead and Policy & Engagement Manager highlighted as follows:

- The guidance is aimed at helping decision-makers make decisions consistently and confidently on issues/allegations involving discrimination, bias or stereotypes which can inform police actions, behaviours and decisions. This provides colleagues with the tools to do their work effectively.
- The document is a key component to the successful delivery of the thematic work. It is recognised that this is a challenging area and the IOPC is keen to make a difference in police practice and improve trust and confidence in the police complaints system, in particular with those groups where confidence had been historically low. The aim is to improve operational effectiveness to tackle this important and complex area. The organisation is also keen to share good practice with forces to replicate. The IOPC is uniquely placed to do this given the opportunity to engage with a variety of stakeholders, including service users and communities.
- The annexes to the document includes the framework and principles for assessing the seriousness of discrimination cases. This will be supported by detailed guidance for colleagues. There are examples to draw from as cases in this area have increased in volume. The Subject Matter Network (SMN) has also involved colleagues to learn what is working and what is not. Some of these are now being documented and shared internally and (ultimately) externally. More experience has been developed to be robust and make the necessary changes and ensure fairness to all parties as well as identify areas of learning.

The Board discussed and sought clarifications as follows:

- To commend the work being done. Also, to note the risk/challenges but this should not deter progressing the work.
- To enquire how the work would be socialised and with whom as this could be challenging. It was explained that there is a sequence of steps around implementing the work and the preparatory work is in progress. Part of this is to familiarise colleagues with the document and (ultimately) externally. Oversight work is also ongoing which will inform the guideline.
- To note that in terms of possible challenges/resistance, the priority would be to ensure consistency, openness and transparency with stakeholders for trust and confidence. Also, to ensure fairness and proportionality as well as consider the impact of investigations on e.g. mental health, families, individuals and general wellbeing etc.
- To note the link to misogyny and recommend considering misogyny as a hate crime. It was recommended that the IOPC lead the debate in this area and promote/encourage wider system learning, through research etc.
- To emphasise the importance of being proactive in implementing the work to ensure sustainability in improving confidence.
- To consider the link to the EDI strategy and IOPC values. Also, how evaluating impact would inform the work.
- To note the importance of ensuring that cases are underpinned by strong evidence. The General Counsel advised caution and briefed on the grey areas. He also noted the likely positive impact (of IOPC presenting cases) on culture change.
- To recommend some amendment to the documents such as expanding (and bringing forward) the interplay between the individual and wider organisational context. Also, to ensure the document will pass the neutrality test, given the possible perception and challenge. Rommel Moseley and Catherine Jervis volunteered to assist with this. **(ACTION)** It was explained that discussion has been held and work is ongoing on 'organisational tone'.

Agreed:

- To note and commend the team for the good work.
- That updates would be provided as necessary.

ACTION: ROMMEL MOSELEY/CATHERINE JERVIS

14. DIRECTOR-GENERAL UPDATE (IOPC 02/22/14)

The DG referred to the report circulated with the agenda. He briefly highlighted as follows:

- The EDI Committee meeting he attended noting the extensive variety of work being done by the staff networks.

- Op Hotton – he noted the significant media (and other) interest/attention and the meeting held with the Mayor of London. He has also offered to meet with the Home Secretary. The report had been commended for highlighting the issue of culture.
- He has continued to meet with the Minister of Policing to provide an update on our high-profile cases and to update on performance with positive feedbacks etc.
- Immediate future activities include meeting with the MET commissioner, Shadow Home Secretary and Shadow Policing Minister. Also, meeting the Home Office Permanent Secretary and Chair of the NPCC.

The Board commended the report and enquired about meeting with the new HASC chair in relation to Op Hotton. It was explained that efforts are being made to arrange a meeting but also felt it had been delayed due to the imminent HASC review. It also enquired about any matter from the EDI Committee meeting which might be of interest to the People and Culture Committee. It was explained that matters relating to the EDI Committee focus for next year would be shared with the P&C Committee.

Agreed: to note the report.

15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 02/22/15)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

16. FORWARD PLAN (PAPER REF IOPC 02/22/16)

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 02/22/17)

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

Agreed:

- To note the document.
- That the Board meeting of 30th March 2022 will be held in Canary Wharf (**ACTION**).

ACTION: GOVERNANCE SECRETARY

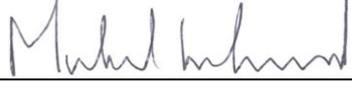
18. ANY OTHER BUSINESS – DEPUTY DG (OPERATIONS), CLAIRE BASSETT

The Chair informed that the Deputy DG(Ops) Claire Bassett is leaving, and this would be her last Board meeting. He acknowledged her positive contribution (against the challenging environment) within her short stay and on behalf of the Board and the

organisation, he thanked the Deputy DG (Ops) for her contribution against a challenging environment.

The Board collectively thanked the Deputy DG (Ops) and wished her well for the future.

There was no other business.

NAME	Michael Lockwood
SIGNATURE	
DATE	30/03/2022

Schedule of actions

Agenda Item	Action by
7	P&CC Chair/Deputy DG (S&CS)/Director, People
8	Deputy DG (S&CS)/NEDs/Director S&I
9	Director S&I/Christine Elliott/Bill Matthews (NEDs)
11	DG/Chair
13	Director S&I/Rommel Moseley/Catherine Jarvis (NEDs)