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## Board Meeting Minutes

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**Date & Time:** Wednesday 24<sup>th</sup> January 2024 at 10:30hrs

**Venue:** Teams/Virtual

**Present:**

Kathie Cashell	Ag. Deputy DG (Strategy & Corporate Services)
Christine Elliott	Non-Executive Director
Catherine Jervis	Non-Executive Director
Rommel Moseley	Non-Executive Director
Bill Matthews	Non-Executive Director
Amanda Rowe	Director of Operations
Steve Noonan	Director of Operations
Tom Whiting	Acting Director-General

**In Attendance:**

Katie Aston	Strategy and Planning Manager (Item 11)
Helen Austerfield	Head of Estates and Facilities (Item 13)
Rob Barnes	Head of Business Development (Items 9 & 11)
Graham Beesley	Regional Director, IOC (Item 9)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Glynis Craig	Senior Lawyer (representing General Counsel)
Lindsay Harvey	Strategy Unit Manager (Item 11)
Marie Morrissey	Head of Private Office

## 1. WELCOME AND INTRODUCTIONS

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

## 2. APOLOGIES

Apologies received from:

- Julia Mulligan - Senior Independent Director (SID). Whilst not a member of the Board, apologies were also noted from David Emery, General Counsel. Glynis Craig, Senior Lawyer was in attendance throughout the meeting to provide legal advice if/ as required.

## 3. DECLARATIONS OF INTERESTS

The Chair declared an interest under item 7. The Board determined that there was no prejudicial interest given that the discussion is focussed on process (rather than the substantive report).

Glynis Craig, Senior Lawyer, also declared interest as Chair of the Public and Commercial Services Union (a recognised union at the IOPC). It was agreed that there was no prejudicial interest.

Before proceeding to the business of the meeting the Chair noted that quoracy is likely to present a challenge for at least some upcoming meetings. Bill Matthews reaches the end of his term in early February and the Board continues to carry a NED vacancy, meaning NED numbers will shortly be four. Additionally, with Catherine Jervis' extended term finishing in early May and Julia Mulligan's term as SID due to finish in late May, being quorate demands fewer Executive members joining to maintain the NED majority the Standing Orders require to be quorate.

The Chair sought to agree a practical way to manage quoracy whilst Board member numbers are reduced. He proposed that Amanda Rowe step down as a member of the Board but continue to attend Board meetings in an advisory capacity, similar to that of General Counsel and the Head of Finance. The executive members of the Board will now be Tom Whiting, Kathie Cashell and Steve Noonan.

**Agreed:** To accept the approach to quoracy proposed by the Chair and inform the Home Office Sponsorship Unit.

## 4. MINUTES OF LAST MEETING HELD WEDNESDAY 29<sup>TH</sup> NOVEMBER 2023 (PAPER REF IOPC 01/24/04)

The Board considered the minutes of the last meeting held on Wednesday 29<sup>th</sup> November 2023.

**Agreed:** To note and approve the minutes (for signature) as an accurate record of the meeting.

## 5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 01/24/05)

The Board considered the action log on matters arising from the last/previous meetings.

Actions:

- Further discussion around the principles and activities relating to board transparency and visibility. It was recommended that this be referred to the People and Culture Committee as part of the discussion on staff survey, and report back to Board. **(ACTION)**
- Conduct strategy stock-taking/external facilitation of discussion on public affairs. This is in progress.

**Agreed:** To note the document.

**ACTION: HEAD OF PRIVATE OFFICE/DIRECTOR, PEOPLE**

**6. ACTING DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 01/24/06)**

The Acting Director General spoke to the report circulated before the meeting and briefly highlighted his recent Force visit to Avon and Somerset and discussions with external stakeholders which had included the following:

- Collaboration on improving confidence in accountability,
- Moving towards a Fitness to Practice regime
- IOPC submission to the Home Office on the use of force.
- Reviews (around police driving, accountability, productivity and efficiency and police dismissals). The importance of ensuring voices (of victims, complainants, and families) are heard/reflected in decision-making.
- Media releases and coverage.
- Learning.
- Budget/funding pressure in the wider policing sector.

Wider discussion of the external context included:

- The Government Accountability Review in progress.
- The Cabinet Office Commissioned Review – the report is now with the Home Secretary and public announcement expected later in the year.
- Senior Sponsor meeting held last week – this touched on a variety of issues including performance delivery, and risk.
- The recently received draft budget allocation. Work is ongoing on the implications for IOPC work and concerns around exit costs.
- The permanent DG recruitment which is in progress.
- Non-Executive Directors (NEDs) recruitment – also in progress with the Home Office

Internal updates

- The new Director of People has joined and attended her first meeting with the PCC last week.
- Recruitment to the fixed term Director of Finance and Corporate Services is in progress.
- Staff survey results – The PCC had been briefed on the outcome of the survey. This will be discussed at its next meeting.

**Agreed:** To note the report and commend the Chair and the executive team for the work being done.

## 7. INDEPENDENT REVIEW

Catherine Jervis, as a member of the review team the Board appointed to facilitate and oversee the review recalled the background to the report and the conclusions and recommendations received in November from the largely completed report. Meetings were held with the Independent Reviewer around some key areas providing clarification/feedback from the Home Office. It was envisaged that the report would be available to be presented to the meeting but the independent reviewer was not available and the report had not been circulated.

**Agreed:**

- To thank the review team for the work done.
- To hold a special meeting on the report before the next Board meeting, with the necessary process of Board members writing to the Acting Director General to request a meeting. **(ACTION)**
- That the report be shared with the Head of Comms to develop (and present to the special meeting) the communications plan around the report. **(ACTION)**
- That the Acting Deputy DG (S&CS) will meet with Catherine Jervis to discuss the public affairs input/perspective. **(ACTION)**

## 8. COMMITTEE STRUCTURE AND MEMBERSHIP (PAPER REF: IOPC 01/24/08)

The Chair recalled the issue of quoracy discussed earlier given the upcoming planned departure of some NEDs which also impacts committee membership. He informed that consultations have been held on new committee membership (to be reviewed following the arrival of new NEDs) and in this context he proposed (effective immediately) as follows:

- Rommel Moseley to replace Bill Matthews as a member of the Audit and Risk Assurance Committee (ARAC).
- Julia Mulligan to replace Bill Matthews as a member of the Quality Committee.

**Agreed:**

- To approve the recommendations.
- To develop succession plan for ARAC Chair before May. **(ACTION)**

## 9. IMPROVING OPERATIONAL DELIVERY (IOD) (PAPER REF: IOPC 01/24/09)

The Regional Director (IOD) and the Head of Business Development recalled previous discussion in this area and the details/assurance requested. They presented an update on the work around the Improving Operational Delivery (IOD) programme. They referred to the documents ( business cases and additional reading) circulated before the meeting and highlighted the following:

- Background – IOD programme developed in response to issues relating to resourcing/allocation of work. It was also a response to the challenges under the Medium Term Financial Plan (MTFP).

- Current position – the work done included mapping, looking at team structure and process for improvement and efficiency. Staff survey was also conducted for qualitative feedback. A variety of issues were identified (including structure and inconsistencies around investigation processes) and this is being used for planning and efficiency. There are 3 high-level areas for improvement.
- Programme vision - a flexible nationally aligned investigations workforce with the right people in the right ratios at the right grade (with the right skills and training) doing the right work in the most effective and efficient way. This is ambitious but recognises the reality of financial constraints.
- The variety of work to be done aimed at transforming investigations within a reduced budget. The programme is coordinated with other ongoing work such as the Case Management System (CMS) which is being rolled out soon.
- A new national tasking process is being developed to enable moving work around and allocating work nationally for:
  - Improved productivity, even distribution of work to avoid overburden of some colleagues, reduce overtime and time off in lieu (TOIL);
  - Job satisfaction, improve retention and reduce recruitment costs;
  - Improved data quality and performance reporting to provide management with meaningful management information to allocate resources effectively;
  - Better management of demand capacity and consistency of service standards for users;
- Overarching projects agreed by Operations Management Board (OMB) and Management Board. Also, the steps required to implement the projects.
- Related risks.
- Governance – this comprises 1 SRO, 4, senior change managers, 4 SMEs from investigations (providing support). There is also specialist support from the business development team and advisory group comprising non-operations colleagues. The programme reports to the Change Delivery Boards (CDB), the People and Culture Committee (PCC), Operations Management Board (OMB) and Management Board.
- Efficiencies target - financial efficiency target under the MTFP-2 for IOD is envisaged to be £3.9 million over the next three years starting from this April. The pool of savings is tight, therefore the focus is to realise efficiency through identifying waste and duplication in the processes and reducing the headcount accordingly.
- The work (which is a substantial change to operations) is being delivered in phases.

The Board discussed:

- Frequency of reporting on the programme and the details required in the update. It was agreed that quarterly reporting would be sufficient.
- Alignment with the ongoing work by PA Consulting. It was informed that the programme works closely with PA Consulting and the interdependencies are being monitored to ensure alignment.
- The importance of feasibility and achievability. Also, the need for current data around spending and envisaged savings.
- Identifying the best performing region and replicating across other regions. It was explained that the aim is to identify 'pockets' of best practices across the regions and reflect them in the IOD work to improve the operating model and ensure consistency.

- The cost of the IOD programme. It was noted that this is around £500K and this is being monitored for positive impact. Details will be reflected in the next resources report.
- The risks around increased/real scrutiny on colleagues' effectiveness and efficiency. Also, buy-in from regional directors and others. It was explained that this risk is well recognised and there is a shift in attitude towards change and work is ongoing to improve governance and buy-in.
- Prioritising the experience of service users and ensuring quality consistency.
- Policies and guidance which could sometimes be a barrier to efficiency. It was informed that there are many good policies/guidance in place, but steps are being taken to review/improve some as necessary.

**Agreed:**

- To note the presentation and thank the team.
- To receive a quarterly update as part of the quarterly performance report.  
**(ACTION)**

**10. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 01/24/10)**

The Head of Finance briefly noted as follows:

- The report notes that at the last Board meeting overspending was reported at £1.26m. This is now expected to be £0.67m – the main changes are around moving the loss on the data migration project to non-cash with RDEL spend on ICT projects that might be taking place.
- Annex A noted the list of challenges through the year. Budget holder reporting is being reintroduced for better monitoring and finetuning the budget allocation next year.
- Some success on litigations with extra legal cost arising from employment tribunals.
- Annex C – notes that projected reduction in staff is the same as Q3.
- Section on risks – ensuring there is documentation of the discussion on budget pressures this year. In essence, the risks are sufficiently covered.

The Board discussed the concerns around the Hillsborough exit cost which has been addressed. It also noted that the last ARAC meeting had considered the resources report and had had the opportunity to interrogate it. The ARAC Chair informed that ARAC is comfortable with the position. It reflected on the impact on original forecast and the adjusting items around a fairly consistent forecast of activity.

**Agreed:** To note the report and thank the team for the work done.

**11. BUDGET 2024-25 AND APPROACH TO BUSINESS PLANNING (PAPER REF: IOPC 01/24/11)**

The Strategy Unit Manager, Head of Business Development and the Strategy and Planning Manager presented the report to update on the position following the budget allocation for the next Financial Year (2024/25). Also, the approach being adopted on business planning taking account of the strategy stocktake. They noted the papers circulated before the meeting and highlighted as follows:

- Some assurance was received on support with the pay review and funding of pensions this year. A deficit of around £1.08m was expected in the next F/Y and this means developing assumptions on efficiency and planning on that basis.
- With the new budget allocation, a deficit of nearly £2m is now expected. Work is ongoing with the Home Office to set out the implications of that and obtain some certainty around the pay review and the pensions, although this had been part of planning.
- The variance between what had been planned for and what is envisaged is around £1.05m. A significant decision is required and the position remains uncertain.
- The settlement from the Home Office was £68.28m (on the revenue) and 1.65m on capital. This means a deficit of £1.8m. Options are being developed to address the deficit (including through reducing investment and reducing estate, impacting office attendance, strategy stocktake etc). There are also challenges around balancing the budget and the associated cost of any exits.
- Business Planning – this is in progress, but the focus is on essential work necessary to deliver efficiencies and improve performance and balance the books. Work is ongoing to engage with the business to understand their plans and capacity – for when there is clarity on the budget and stock take to help shape the plan.
- The Board was invited to agree the proposal to explore further options to manage the scenarios in the budget. Also, the process being adopted in the business planning. Update would be provided to the next meeting including on the strategy stock take and the effect on the Medium Term Financial Plan (MTFP).
- Next step – More details (on the budget and plan) will be presented to the February meeting with a view to finalising the plan in early April.

The Deputy Director General emphasised that areas of cut would be driven by the strategy review work, but the core issue is to note that the organisation cannot afford the exit costs and this has been communicated to the Home Office.

The Board discussed:

- Exit costs which are unavoidable. It was explained that this is primarily around the Hillsborough exits, where the work is winding down.
- The current turnover rate and whether this is reflected. It was informed that this is not reflected but the numbers reflect the worst case scenario identified by heads of functions. There is uncertainty around the IOD work (previously discussed). Some exits have been identified but where and when remains uncertain until later in the financial year. Some of the exits could be addressed through vacancy savings.
- Seeking advise on unbalanced budget and consequences. It was informed that this is one of the basis for writing (to explain scenarios) to the Minister and Permanent Secretary (as the Principal Accounting Officer).

**Agreed:** To note the report and receive more details at the next meeting in February.

## 12. QUARTERLY (Q3) STRATEGIC REPORT (PAPER REF: IOPC 01/24/12)

The Board noted the report circulated before meeting and was briefly updated as follows:

- The performance improvement process is now seeing results around reviews and referrals in particular.
- The ongoing work on some of the KPIs from service user perspective aimed at ensuring better service for service users. This should hopefully see reduction in demand.
- The additional work being done around sign language to improve service for those with additional need.
- The quality assurance framework is now in place.
- Violence Against Women and Girls (VAWG) – work/performance in this area is also improving such as those around removing victim blaming language.
- As noted previously, work around the budget and efficiency is broadly in progress. More clarity on the budget will enable clarity on the final two years of the MTFP and work out the details for 2024-25 and 2025-26.
- IOD – update has been provided and discussed previously (item 9).
- Cabinet Office Review – work is ongoing on the response on the recommendations, to be presented to the next meeting in February. **(ACTION)**
- Case Management Systems (CMS) - is progressing well. There were minor challenges around data migration but this is being addressed and launching is still envisaged before the end of this financial year.
- Update on change – Q4 has been very busy with work such as the CMS which is progressing well and has received good feedback, including the change management plan. Training is now being rolled out across the organisation to help colleagues lead change.
- Ongoing work around the KPIs. Also, the areas of frequent tracking by the National Operations Management Team giving a better lead measures of what is going on.
- There is more detail and intensive analysis around the KPIs to enable active tracking and identify areas of response. It is important to determine (for next reporting) the level of data required.

The Board commended the good work being done which provides a significant tool for managers and better data around productivity for consideration. This helps to provide good evidence on the techniques being developed to monitor transformation and improve productivity.

It also discussed NEDs working with the Head of Business Development to develop the structure/information for a new quarterly report to improve performance reporting (including charts and analysis). **(ACTION)**

#### **Agreed**

- To note the report and commend the work done.
- That the People and Culture Committee have scrutiny of the work prior to the Unitary Board oversight.

### **13. UPDATE ON ESTATES DOWNSIZING ACTIVITY (PAPER REF: IOPC 01/24/13)**

The Head of Estates and Facilities Management noted the report circulated before the meeting and recalled the Board discussion on the strategy in 2023 which necessitated a review. There have been some developments (around downsizing in some regions) impacting on the budgetary position, the Medium-Term Financial Plan (MTFP) and increase in office working (in line with civil service guidelines). The



revised document will be presented to the People and Culture Committee (PCC) (prior to the Board) in the near future.

The Board discussed:

- The current capacity in terms of office usage/space. Also, the usage which does not adversely impact the capacity for full delivery/performance. It was informed that colleagues are working effectively (on a hybrid basis) and leaders are comfortable with this approach. In the Strategy and Corporate Affairs, teams are spread across regions are working effectively together. There is no impact on space.
- Impact of downsizing on the 60% office attendance (in line with the civil service guidance). Also, the importance of budgetary constraints and making savings. It noted some effect on culture (a business need which may need further consideration) for example learning/coaching and mentoring.
- The need to consider the data on productivity in office (per region) and office usage for better understanding.

The Chair noted that in essence, the revised space meets the business need and colleagues' ability to perform effectively but it does not meet the civil service guideline on 60% office attendance.

**Agreed:**

- To support the proposed approach on the strategy.
- To receive productivity via the IOD project data (through project 1 under the IOD programme).
- That the impact on culture be considered through the outcome of the staff survey and the IOD programme.

**14. REPORTS FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 04/12/23) COMMITTEE (PAPER REF: IOPC 01/24/14)**

The Board noted that the People and Culture Committee meeting held on Monday 4<sup>th</sup> December 2023. The Chair informed that the meeting was primarily dedicated to the senior structure review. There were also discussions around the strategy. The minutes have been circulated.

**Agreed:** to note the report.

**15. REPORTS FROM THE PEOPLE AND CULTURE COMMITTEE MEETINGS (HELD 12/01/24 AND 17/01/24) COMMITTEE (VERBAL)**

The Board also noted the People and Culture Committee meeting held on Friday 12<sup>th</sup> January 2024 to consider the outcome of the people survey. It further met on Wednesday 17<sup>th</sup> January 2024 to continue discussion on the senior management structure and other matters. The minutes would be circulated in due course.

**Agreed:** To note the report.

**16. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 15/01/24) (VERBAL)**

The Board noted the ARAC meeting held on Monday 15<sup>th</sup> January 2024. The minutes would be circulated in due course. Bill Matthews (NED and ARAC member) briefly noted some areas of discussions including:

- Update on the 2022-23 ARA (which has subsequently been laid in Parliament)
- Functional standards (in a variety of areas) and the significant work around them. There was discussion around proportionality, value being added considering the size of the organisation.
- Risks – including update on the Forensic Service Regulations. It was recommended that update be provided to the Board (as below).
- Internal audit reports around disaster recovery, risk management and business planning etc. and the (moderate and substantial) ratings received is an improvement from last year.
- Audit completion report 2022-23.
- Insight reports providing analysis which might be useful for future planning. The report was circulated to the Board.

The Board was pleased to note the audit ratings which is an improvement from last year.

**VERBAL BRIEFING – FORENSIC SERVICE REGULATIONS** - The Director Operations updated the Board on the background to the Code of Practice which became effective in October 2023, the implementation, impact on IOPC work and working with the Regulator to remedy the omission. Good progress is being made towards accreditation (to ensure compliance) in the necessary areas of work. Update will continue to be provided through the Strategic Risk Register.

**Agreed:** To note the report.

**17. BOARD MEETING ATTENDANCE (PAPER REF IOPC 01/24/17)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**18. FORWARD PLAN (PAPER REF IOPC 01/24/18)**

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.

**19. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 11/23/18)**

The Board considered the document including the proposed meeting dates/venues for 2024/25. It noted the following:

- February 2024 meeting to be held in Wales. The meeting also provides opportunity for staff engagement.
- Alternative dates for the March and April meeting which are now necessary given NED apologies in the context of a smaller Board. **(ACTION)**

The Board also considered the issues/challenges around holding Business As Usual (BAU) and seminar style meetings. It was proposed (going forward) to hold 10 BAU meeting per year whilst reflecting seminar topics on the agenda. It discussed:

- Maintaining flexibility to accommodate developments in the year.
- Holding a (one day) meeting on strategy stock-taking to consider a wide variety of issues, prior to business planning (looking at operating context, challenges and changes etc).
- Impact of the challenges around timing and impending change in Board membership.

**Agreed:** To support the recommendations and note the report.

**ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE**

**20. ANY OTHER BUSINESS**

The Board discussed and agreed sharing summary of current developments around cases etc. **(ACTION)**

**Bill Matthews (NED) Departure** – The Board noted that Bill Matthews will finish his term as a NED at the beginning of February and thanked him for his invaluable contribution to the Board and the work of the organisation. The Board wished him well for the future.

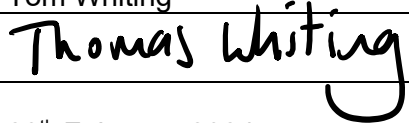
**ACTING DEPUTY DG(S&CS)**

**21. MEETING REFLECTION**

Kathie Cashell led the reflection noting.

- The wide variety of discussions with complex information and updates. Also, the flow discussion from the Acting Director General’s update.
- The opportunity (for NEDS in particular) to make information/evidence-based decision at future meetings.
- Increased understanding of the challenges faced and providing assurance.
- The impact of quoracy and recognising the importance of independent voices of the NEDs and impact of the imminent changes to the Board.

**Agreed:** That **Steve Noonan** will lead reflection for the next meeting.

<b>NAME</b>	Tom Whiting
<b>SIGNATURE</b>	
<b>DATE</b>	28 <sup>th</sup> February 2024

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
5	Head of Private Office
7	Ag. Deputy DG (S&CS)
8	Head of Private Office
12	Head of Business Development