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## Board Meeting Minutes

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**Date & Time:** Friday 19<sup>th</sup> April 2024 at 09:30hrs

**Venue:** Canary Wharf Room 2.10

**Members Present:**

Kathie Cashell	Acting Deputy DG (Strategy & Corporate Services)
Christine Elliott	Non-Executive Director (via Teams)
Catherine Jervis	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Senior Independent Director (SID)
Steve Noonan	Director of Operations
Tom Whiting	Acting Director-General

**In Attendance:**

Katie Aston	Strategy and Planning Manager (Item 9)
Rob Barnes	Head of Business Development (Items 8-10)
Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Services
Miriam Davies	People Strategy & Change Implementation Lead (Item 11)
David Emery	General Counsel
Olive Jones	Director, People (Item 11)
Marie Morrissey	Head of Private Office
Amanda Rowe	Director of Operations

**Others**

Neil Amos – PA Consulting  
Alison Sykes – PA Consulting

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 09:30hrs and was quorate. The Chair welcomed members and attendees to the meeting.

## 2. APOLOGIES

There were no apologies.

## 3. DECLARATION OF INTERESTS

The meeting noted declarations of interests from:

- Executive members under item 11. It also noted the nature of decision being made.
- The SID as Chair of the Gangmaster and Labour Abuse Authority (GLAA).

**Agreed:** To note the declarations. Also, given the nature of the discussion and recommendations noting executive members interest was sufficient and they will remain during item 11.

## 4. MINUTES OF LAST MEETING HELD WEDNESDAY 27<sup>TH</sup> MARCH 2024 (PAPER REF IOPC 04/24/03)

The Board considered the minutes of the last meeting held on Wednesday 27<sup>th</sup> March 2024.

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

## 5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 04/24/05)

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

### **Actions:**

- Succession plan for ARAC chair. It was noted that the current ARAC Chair (Catherine Jervis) attended her last ARAC meeting the previous day. NED recruitment is in progress. Meanwhile, it was proposed (and agreed) that ARAC meetings will be chaired by Christine Elliott until a Chair is appointed. The next meeting (rescheduled for July) will be quorate.
- Setting up a group to consider the Senior Management Review document. This is awaiting arrival of the new DG.

The Board briefly discussed the July ARAC meeting and the impact of laying the ARA. It was noted that the laying is envisaged for autumn.

**Agreed:** To note the document.

## 6. ACTING DIRECTOR GENERAL – UPDATE

The Acting DG presented the report. He briefly highlighted the following:

External stakeholders –meetings had included:

- Lord Wasserman – where discussion included the outcomes of the Accountability review and the expected white paper
- Maggie Blyth (College of Policing) – a routine quarterly meeting which had covered working collaboratively on the development of a fitness to practice model for Policing.
- Tiff Lynch (Police Federation) – discussion included resourcing and volume/pressure on our work and timeliness and discussion of the improved relationship with the IOPC.
- Jodie Gibson New Head of Sponsorship Unit (HoSU) – an introductory meeting where we discussed working together and current challenges.

Staffing

- Non-Executive Directors (NEDs) appointment – Catherine Jervis is attending her last Board meeting before the end of her term in early May. The SID's current appointment ends in early May and feedback is awaited on whether her term will be extended. Meanwhile, we await the appointment of new NEDs following a competitive process.
- Executive team (Departures and New Appointments) – Tom Whiting (Acting DG) is also attending his last Board meeting as Chair. He will also soon be leaving the IOPC to take up his appointment as Chief Executive and Registrar at the General Dental Council. Mike Benson (Head of Finance) is retiring in May. New appointments include David Cryer, fixed term Director of Finance and Corporate Affairs and Olive Jones as Director of People. Rachel Watson, the New Director General will commence her appointment next week.

The Board briefly discussed:

- Complexities around police Fitness to Practice and agreed that an IOPC position would be developed going forward.
- Home Office understanding of the organisation's challenges. It noted that this is part of the discussion on transparency and visibility work being done (with oversight of the People and Culture Committee). It considered and proposed (senior level) representation of the Home Office Sponsorship Team at future Board meetings. Similar arrangement already exists at ARAC meetings.

**Agreed:** To note the report and thank the Acting DG.

## **7. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 04/24/07)**

The Director of Finance and Corporate Services noted the report circulated before the meeting. He thanked the outgoing Head of Finance before noting:

- That he wishes to commend the Finance Team and Management Board for sound financial control (with an RDEL overspend of £240K and a CDEL underspend of £120K) in challenging circumstances (e.g. budget reduction and developing a rapid efficiency programme), There is good forecasting and this puts Management Board in a good position to manage expenditure efficiently.

- The reduction in headcount over the year which brings the organisation into the current financial year in a strong financial position and this reflects strong management action.

The Board discussed as follows:

- The good financial management/control implemented.
- Articulating our position in terms of efficiencies.
- Challenges persisting around value for money and meeting the efficiency targets. It recommended developing a coherent programme of change to deliver efficiency as well as developing assurance mechanisms that delivery is on track. It agreed that there are complexities to be addressed in order to deliver on commitments and there are plans to adopt a joined-up approach (link the budget with the headcount/performance etc) and be more strategic about moving resources. Work is ongoing to review the process of recognising pressures in case review areas and consider reprioritising some activities in order to transfer resource. Also, to improve on measuring some of the productivity output and outcome - this is part of the effort to bring greater visibility and insight to Management/Unitary Board. This will also change the mode of reporting to the Board, reflecting positive stories and productivity from investigations etc and evidencing progress.
- The shortfall in identified savings in the last financial year and recommend developing an action plan to reflect implementation/progress going forward. Also, consider reflecting in the business plan.
- The significant work associated with leadership change and developing a coherent programme of delivery, identifying expected achievements (and reporting quarterly/monthly on achievements to enable tracking). It was explained that discussion is ongoing on investment in transformation and this will be discussed with the new DG. An update will be provided to the next Board meeting in May. **(ACTION)**

**Agreed:**

- To note the report.
- To thank the finance team on the work done around forecasting.

**8. QUARTERLY STRATEGIC REPORT Q4 (PAPER REF: IOPC 04/24/08)**

The report was presented by the Head of Business Development, Directors of Operations and the Acting Deputy DDG (S&CS). The Board briefly noted the financial pressure (which has been reported to the Home Office) and challenges/pressure around reviews and the ongoing discussion around gathering more data for intervention. Overall, performance has been positive. The following were highlighted:

- Progress made in improving complaints handling (including launching a series of workshops with police forces helping to move into the regulation space to manage complaints handling.) Also, publishing victim blaming language (impacting on the use of language in the work around Violence Against Women and Girls (VAWG)).
- Advocacy work being done to help support complainants and increase trust in the complaints system.
- The launch of the new Case Management System (CMS) – a significant and successfully delivered project, despite it slipping into 2024/25.

- Dip in investigation performance (around the 12-month and 6-month targets). The IOD programme aimed at delivering efficiency is also currently RAG rated red. Intervention is considered in the business plan (under item 9).
- There is a sustained increase in demand for reviews, primarily driven by a near-doubling of Metropolitan Police reviews received since last summer. Performance is currently better than the target set but resource (against increased demand) is being considered including a further phase of the National Operations Turnaround Plan (NOTP) to improve productivity.
- The root cause of the demand for reviews is being identified and evidence based discussion is ongoing on further investment (including automation) to reduce the backlog.
- The challenges around the MOI decision making are being addressed, primarily through changes in process.
- Other areas impacting on performance such as the Cabinet Office commissioned review and considered recruitment. Additionally, areas of positive impact such as the 'right first time' project' which had been well received by PSDs, learning work, rolling out the new ways of working and the increase in awareness of the IOPC (currently at 68%). Also, the recently launched CMS (noted above) and recent executive appointments (noted by the Chair in his report above) which has shown impact.

The Board agreed that it had been a challenging year. It discussed as follows:

- Context around delivery of the 2 KPIs (the 6-month and 12-month targets in particular). It was informed that the year started with a headcount of 374 staff and finished with 48 less. Cases opened had been 280 which was at the top end of the number forecasted for the year.
- Some of the positives to take into the next year (including taking fewer cases, reduced headcount and closing more cases than opened) to help increase productivity and using them as a springboard to launch the IOD efficiency measures.
- The issues from the Metropolitan Police and the underpinning reason. It was explained that discussion is ongoing with others (such as MOPAC) to identify the root cause and determine intervention. Update will be provided to the next meeting including the impact on IOPC budget. **(ACTION)**
- The cost, benefits and impact of the IOD programme. It briefly noted the strands of work planned around the IOD programme aimed at efficiency/savings. It agreed that the Board will conduct a future deep dive in this area as part of the scrutiny on the transformation programme to obtain the assurance the Board sought. It also agreed that the Directors of Operations will meet with Rommel Moseley and Christine Elliott to discuss the information to be provided around the IOD programme. **(ACTION)**
- Distinction between the Youth Panel and Scrutiny Panels (from quality perspective). It noted the challenges around the Public Perception Tracker (PPT) and the work planned to address the gaps.

#### **Agreed:**

- To note and commend the report for its depth.
- To commend the CMS launch and colleagues for the major steps taken including the use of data to drive intelligent decisions despite challenges (such as reduced headcount).
- That a coherent discussion be adopted on IOD to increase stakeholder assurance.
- To note the changes around Hillsborough and the 35<sup>th</sup> anniversary on Monday.

**ACTION: DIRECTOR OF OPERATIONS, DEPUTY DG(S&CS)/CHRISTINE ELLIOTT/ROMMEL MOSELEY**

**9. ANNUAL BUSINESS PLAN/DELIVERY PLAN (PAPER REF: IOPC 04/24/09)**

The Head of Business Development and the Strategy and Planning Manager presented the document which details the planned deliverables for financial year 2024/25 and the Key Performance Indicators (KPIs). Also, the supporting measures against which progress will be assessed. They noted that many of the matters had already been discussed in the quarterly report and the business plan has responded quickly to the strategy stocktake and the feedback on the published version of the document. They briefly highlighted as follows:

- Following the stock take in February, a list of seven priorities (noted in the report) were agreed for 24/25 Financial Year for implementation as part of the efficiencies agreed by the Board and the recommendations of the Cabinet Office Review. 50% progress is envisaged on the delivery of the recommendations. As agreed, plans have been developed within the current budget assumption (pending updates from the permanent secretary).
- A detailed list of proposed deliverables (towards the strategic objectives) for the financial year 2024/25 is reflected, with an ambitious plan of action. This includes a mix of Business as Usual (BAU), change projects and non-project work (set out in Annex 1). It also provides commentary on how these deliverables reflect the strategy stocktake and Cabinet Office commissioned review recommendations.
- KPIs have been proposed with supporting measures for assessing and reporting progress. The document highlights where KPIs have changed and how the deliverables align to these.
- There are 4 objectives (with KPIs/deliverables) noted in the document. Objective 1 reflects BAU work. Further work is envisaged around areas such as quality and improvement and timeliness and there is a new KPI to be agreed. Objective 2 requires focus. The challenges around this (in Operations) have been discussed in the quarterly report (including some rationale). There is significant work to be done in this area to improve operational delivery noting the 'right first time', the NOTP and the IOD programme among others. Under Objective 3, there is a significant shift (around the strategy stock take and some of the Cabinet Office review recommendations such as the engagement/public affairs work, driven by the accountability review white paper responses. Some data are still awaited on KPIs and impact on stretching targets. Objective 4 notes the deliverables relating to transformation and delivering key changes to how we work etc. There are new KPIs in this area including improving diversity and wellbeing.

The Board discussed as follows:

- Recommend more discussion on being a system/thought leader. It was noted that there is more work to be done in order to determine what oversight/impact looks like.
- As a starting point in organisational change, the importance of clarity in the drivers of productivity (perhaps in metric terms), such as the number of cases an investigator conducts (or should conduct) in a year. The need to understand the benchmarks. It recommended further discussion to address the gap. It was explained that the drivers of productivity are well understood by the organisation but the area of further discussion might be to consider (e.g.) the number of investigations a lead investigator should hold. In this context, there are 2

competing factors i.e. open caseload and how to deal with closed caseload. This discussion is important given that up to a third of an investigator's time is taken up by closed cases. Relieving this responsibility will help increase productivity on open cases. The data is helping to inform understanding on optimum productivity levels under the IOD programme as part of addressing efficiency and effectiveness of investigators.

- Reflecting personal accountability (and holding colleagues to account) in delivery as part of driving performance improvement. It was informed that there are plans to reflect the personal accountability in the IOD programme. Work is ongoing to reflect measures and productivity metrics in the IOD programme. This is easily applied to reviews but not complex investigations. In essence measures of investigations are more complex and it is envisaged that better data will assist in this area.
- Considering a system (similar to the NHS) specifying productivity expected for each year with a system for tracking segments of caseload. This would also assist timeliness. Also, recommend more discussion on approach to managing risk appetite and link to culture.
- Recommend (and agree) a Board deep dive on the IOD programme for assurance. Consider whether the IOD programme is working and noting issues such as the nature of analysis conducted to address efficiency, improving productivity. **(ACTION)**
- More clarity on representation (under Objective 4) – such as reflecting commitment to ensure equal opportunity for progression in the organisation. It was agreed that the Acting Deputy DG (S&CS) will consult with the Chair of the People and Culture Committee and provide assurance to the Committee (on behalf of the Board). **(ACTION)**
- Closer engagement of NEDs around key change programmes. It was agreed that this would be done in a variety of ways including through the committees, providing opportunity for NEDs input, prior to Board consideration. The work around EDI (led by the Director of People) provides an opportunity for NEDs and executive members to work closely together.

**Agreed:** To note and approve the recommendations on the:

- 2024/25 deliverables noted in Annex 1 of the document.
- KPIs and external supporting measures for 2024/25 (subject to the views around Objective 3).
- Timelines for the delivery of the recommendations of the Cabinet Office Review.
- Timeline for presenting (for signoff) the publishable version of the document.
- To note the timing of the document and agree that the document is subject to future input from the incoming/new Director General and the significant ongoing programme of change.

**ACTION: AG. DEPUTY DG/CHRISTINE ELLIOTT**

## **10. BUDGET (PAPER REF: IOPC 04/24/10)**

The Director of Finance and Corporate Services presented the document noting as follows:

- The budget has been set with the intention of supporting the delivery of the business plan (considered earlier) and based on the communication (previously noted by the Board) from the Acting DG to the Permanent Secretary. The

communication set out the financial challenges and the financial expectations for 2024-25 and in line with policy assumptions, savings and investments considered by the Board in November.

- The proposed budget is a budgeted overspend of which the Home Office has been advised in the letter to the Permanent Secretary.
- Minor changes have been made to the assumptions originally presented to the Permanent Secretary to reflect Home Office advice on reducing pay award provision to 3% (from 4.5%).
- A minor revision (on savings relating to Canary Wharf office and considered recruitment) to the numbers (as per Home Office advise) to de-risk the 2024-25 plan. Recruitment control has been maintained to ensure all recruitments are essential.
- £1.95m overspend reflected in line with previous information to the Home Office. No concern has been raised.

The Chair noted that the financial year commenced on 1<sup>st</sup> April. He also noted the rationale for setting an overspend budget. As Accounting Officer, the Chair shared his intention to set out his rationale for decision making without receipt of final budget allocation from the Home Office in an Accounting Officer assessment as part of his handover to the new DG who will take over as IOPC Accounting Officer.

**Agreed:** To note and approve the proposed budget.

## **11. SENIOR MANAGEMENT REVIEW (PAPER REF: IOPC 04/24/11)**

The Chair welcomed the PA Consulting representatives. He briefly recalled the discussion at the last meeting including the rationale for the interim posts in place and the support for the proposed structure and commended the process adopted with NEDs input. He noted that the decision on the document awaits the new DG (who had met briefly with the PA Consulting).

PA Consulting noted the document circulated before the meeting and highlighted the following:

- Progress since the last Board meeting – there were a variety of activities including costing the design. There is a position on the structure and a number of key considerations around particular roles which arose from the discussions and thoughts which developed during the writing of the report. There were considerations of the structure in practice (such as who would be responsible for what). Other work done was also noted such as the brief scenario work with Management Board around a potential critical incident and how this would be managed through the structure.
- Structure – this is anchored on 3 key capabilities around engagement and communicating, Integrated Police Oversight (IPO) and delivering corporate functions. There was a variety of discussions including levels within the IPO function.

The Board commended the positive work and noted that this as an example of good process. It discussed as follows:

- Other 6 senior roles not yet reflected in the structure but under separate discussion around levels, merging and possible elimination.
- Ensuring quality (which sits in IPO at Level 2) is not merged to enable accountability (on quality investigations and processes etc). It was explained that



this is one of the major shifts made in the structure to enable coordination, accountability and provide assurance in overseeing the police complaints system. This reflects the outcome of the strategy stock take.

- In the context of addressing silos across the structure and clarifying/noting where roles are situated such as strategy and performance, oversight/learning and DDAT. It was briefly explained that:
  - Strategy/corporate performance is linked to organisational performance,
  - DDAT role recognises the importance of data (rather than systems) and is intended to address the range of digital data and technology issues.
  - Oversight/learning - this is situated in multiple places with the assumption that performance is driven by Level 1 across the organisation. Also, learning extends beyond the organisation as part of the organisation's role in improving the police complaints system.
- Understand that structure is an important part of the change mechanism but, silos are addressed through ways of working and how performance is managed and driving a joined-up approach.
- Note the scenario work already done in Operations and recommend similar scenario work around corporate services to address some of the questions raised. It was informed that scenarios have been developed around policy and learning and continuous improvement and change. It is envisaged this will lead to other areas in the model.
- Note the 'essential' and 'non-essential'. It was informed that part of future work is to conduct an assessment on the depth/breadth of the roles and make comparison with other organisations.
- Recommend recruiting an interim person to lead change. **(ACTION)**
- Recommend further discussion around the 'other recommendations' in the document.

PA Consulting briefly noted the:

- Recommendations made including those specifically around implementation, and governance. Also, the implications for the Senior Management Review (SMR), to ensure that the structure is part of a wider transformation/change programme - which encompasses that broader operating model piece in the IOD programme.
- Complementary work around culture (and scenarios) as part of making the structure work. A piece of work has been proposed around the engagement roles as they are aligned to the HMICFRS areas. Alternative options were also considered.

The Board was satisfied with the progress made. It agreed that the SMR work was done as part of the broader change in the organisation, taking consideration of (and aligning with) other work such as the IOD programme. It agreed there is more work to be done going forward and developing the operating model. It noted the next steps including:

- Looking at roles for indicative grades.
- Engaging with directors and heads on scenario planning (to address possible gaps).
- Input from the new Director General.
- Drafting Job Descriptions (for evaluation/costing)
- Management Board to determine essential/non-essential Heads of Service roles.

**Agreed:**

- To thank PA Consulting for the work done which reflects independent thinking and challenge.
- To note the findings and the matters pending for discussion in the structure.
- To note and agree the next steps including discussion with the new DG.
- That the PCC will continue to provide scrutiny and oversight of the work (on behalf of the Board).
- That a separate discussion is required on how to address the matters noted in slide 8 of the document.

## **12. GOVERNANCE WORKING GROUP – VERBAL UPDATE**

The Deputy DG (S&CS) recalled the Board directive at the last meeting to establish a governance working group (comprising executive and NEDs members) to consider (and take forward) the range of governance recommendations from the Cabinet Office Review and the Board commissioned review and the related risks.

The group had its first meeting earlier that day to consider preliminary matters including the scope of the work, deliverables, achievements/outcomes, risks and timelines. The group also considered the frequency of meetings but this was challenging and decided that the executive members will proceed with the work and meet weekly with NEDs member for updates/input and consider matters for agreement.

**Agreed:** to note and receive future update.

## **13. REPORT FROM THE QUALITY COMMITTEE MEETING (HELD 12/02/2024) (PAPER REF IOPC 04/24/13)**

The Quality Committee meeting was held on Monday 12<sup>th</sup> February 2024. The minutes had been circulated before the meeting. The Committee Chair briefly highlighted areas of discussion including the challenges around capacity and data in informing decision making. Also, the broader changes in the organisation.

**Agreed:** To note the report.

## **14. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING (HELD 08/03/2024) (PAPER REF IOPC 04/24/14)**

The People and Culture Committee meeting was held on Monday 12<sup>th</sup> February 2024. The Committee Chair noted the comprehensive minutes circulated before the meeting and that the Senior Management Review had been the major item on the agenda. Also, the action plan being developed in response to the staff survey.

**Agreed:** To note the report

## **15. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (HELD 18/04/2024)**

The Board noted that the ARAC meeting held on Thursday 18<sup>th</sup> April 2024. The minutes would be circulated in due course. Meanwhile, the Committee Chair briefly noted as follows:

- A variety of issues (previously noted) around finance/resource change has delayed completion of the external audit therefore autumn (rather than summer) recess is envisaged.
- The programme of internal audit work has been completed – with positive outcomes (comprising substantial, moderate and limited on payroll which is being referred to the PCC for consideration, along with the recommendations on Health and Safety).
- Internal Audit Opinion – is nearing completion and a Moderate rating is being considered (which would be an improvement from last year).

**Agreed:** To note the report.

**16. ARAC ANNUAL REPORT**

This item was deferred to the May meeting. **(ACTION)**

**17. BOARD MEETING ATTENDANCE (PAPER REF IOPC 04/24/17)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**18. FORWARD PLAN (PAPER REF IOPC 04/24/18)**

The Board considered its Forward Plan. 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 04/24/19)**

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

**Agreed:** To note the document.

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

**20. ANY OTHER BUSINESS – CATHERINE JERVIS AND TOM WHITING**

The Board noted that this is the last Board meeting for Catherine Jervis (NED) and Tom Whiting's last as Acting DG/Chair. It commended:

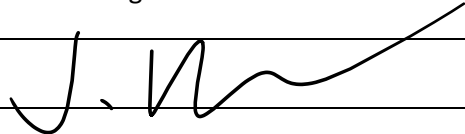
- Catherine for her significant contribution, wisdom and good leadership on the Board and as Chair of ARAC since the inauguration of the IOPC in 2018.
- Tom Whiting for steering the organisation through a challenging period, providing inspiration, stability and maintaining commitment and professionalism throughout.

The Board wished both well in their future endeavours.

**21. MEETING REFLECTION**

The Director of Operations (Steve Noonan) led the reflection to commend the quality of information presented. Also, the wide ranging and significant issues discussed

from the quarterly report to the budget and SMR. He emphasised the importance and merits of closer working relationship between executive members and NEDs to improve the business function.

<b>NAME</b>	Julia Mulligan
<b>SIGNATURE</b>	
<b>DATE</b>	10/07/2024

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
8	Ag. Deputy DG (S&CS)/Directors of Ops/Rommel Moseley/Christine Elliott
9	Ag. Deputy DG (S&CS)/Christine Elliott