

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
W www.policeconduct.gov.uk

Board Meeting Minutes

Date & Time: Wednesday 19th July 2023 at 10:30hrs

Venue: Canary Wharf (Room 1.17)

Present:

Miranda Biddle	Interim Director of Operations (North)
Kathie Cashell	Director, Strategy & Impact
Christine Elliott	Non-Executive Director
Catherine Jervis	Non-Executive Director
Rommel Moseley	Non-Executive Director
Bill Matthews	Non-Executive Director (via Teams)
Julia Mulligan	Senior Independent Director (SID)
Amanda Rowe	Interim Director of Operations (South-East)
Tom Whiting	Chair/Interim Director-General

In Attendance:

Rob Barnes	Head of Business Development (Items 6 & 11)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Marie Morrissey	Head of Private Office
Stephen Oakley	Head of Policy and Public Affairs (Item 6)

Cabinet Office Review Team

- Gillan Fairfield (Reviewer)
- Alex Morrell
- Cynthia Ebo
- Sam Choudhury

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and attendees to the meeting. He also welcomed the Cabinet Office Review team, led by Dr. Gillian Fairfield.

2. APOLOGIES

There were no apologies received.

3. DECLARATIONS OF INTERESTS

The Chair and General Counsel declared interests under item 4 (below).¹

4. MINUTES OF LAST MEETING HELD WEDNESDAY 21ST JUNE (PAPER REF IOPC 07/23/04)

The Board considered the minutes of the last meeting held on Wednesday 21st June 2023.

The Board discussed some amendments around items 3, 6, 7 and 8. Also, circulation of the recent case digest. **(ACTION)**

Agreed:

- That the amended minutes would be circulated and agreed by email.
- That the latest IOPC case digest would be circulated to the Board, once available. **(ACTION)**

ACTION: ACTING DEPUTY DG(S&CS)

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 07/23/05)

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

Actions:

- Seek meeting with Baroness Casey. In progress.
- Organise a separate meeting in September to present the in-depth demographic research done by Yonder. This is now on the September Board meeting agenda.
- Update (following input from the Pendragon team) on the draft Public Affairs Activity Plan at the July UB meeting. It was informed that the first workshop was recently held leading to a draft document. Other work is in progress with further workshop envisaged to consider/finalise the Plan prior to presentation to the Board.
- Discussion around the principles and activities relating to board transparency and visibility. It was informed that the areas of activities (for reflecting the principles)

¹ Under item 16 of item 4. There was no discussion on item 16.

are being considered (including the Public Affairs Plan). This would be part of the discussion at future meetings on the Plan.

Agreed: To note the document.

6. EMERGING FINDINGS OF THE CABINET OFFICE COMMISSIONED INDEPENDENT REVIEW (VERBAL)

The Cabinet Office Review team (led by Dr Gillian Fairfield) presented the emerging findings and recommendations. The Board discussed and noted the timing for receiving the draft report.

Agreed: to note the verbal report.

7. ANNUAL REVIEW OF THE GOVERNANCE DOCUMENTS (VERBAL)

The Head of Private Office briefed as follows:

- The Board conducts an annual review (usually in July) of the suite of governance documents. It is recommended that the review be deferred in order to consider the effect of the emerging Cabinet Office commissioned Review recommendations. It was noted that the Code of Practice in particular requires updating. Whilst all Board members are able to access them, for ease of reference, Governance documents would be re-circulated to the Board prior to circulation of the next Board pack.

The Board discussed and supported the recommendation. It also recommended reviewing the structure of some of the documents.

Agreed: To adopt the recommendations.

8. MINUTES FROM THE QUALITY COMMITTEE MEETING (HELD 05/06/23) (PAPER REF IOPC 07/23/08)

The newly established Quality Committee held its first meeting on Monday 5th June 2023. The Committee Chair noted the verbal report given at the last meeting. The minutes have been circulated to the Board.

Agreed: To note the draft minutes.

9. MINUTES FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 09/06/23) (PAPER REF IOPC 07/23/09)

The People and Culture Committee (PCC) met on Friday 9th June 2023. The Committee Chair referred to the verbal report given at the last meeting. The minutes have been circulated to the Board.

Agreed: To note the draft minutes.

10. MINUTES FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 14/06/23) (PAPER REF IOPC 07/23/10)

The ARAC met on Wednesday 14th June 2023. The Board noted the verbal report given at the last meeting. The minutes have been circulated to the Board.

Agreed: To note the minutes.

11. A. RESOURCES REPORT (PAPER REF IOPC 07/23/11A)

The Head of Finance noted as follows:

- The report explains the significant financial pressures resulting from the cost of the non-consolidated £1500 payment and the anticipated up to 5% pay award to eligible staff.
- The Acting DG has formally written to the Head of Sponsor Unit (HoSU) requesting permission to overspend. A copy of the letter has been circulated to the Board. Whilst a formal response is awaited, alongside our being directed to pay this, helpful assurance has been given through informal conversation and correspondence, that it is not intended that payment of this sum should incur a funding shortfall that would impact the discharge of the IOPC's statutory duties.
- The Acting DG has written an Accounting Officer Assessment setting out his decision making regarding the four key areas set out in Managing Public Money.
- The Pay Remit is being considered by the PCC meeting to be held later in the day, in the context that the Board acknowledges the forecast overspend, which has been shared with the Home Office.
- On the assumption that the Pay Remit proceeds (alongside the £1500 payment) there would be a potential overspend of over £3m. The delegation allows overspend by 1%. The Home Office has been (and will continue to be kept) informed.
- It is important to note that the solution to the Pay Remit is short term and the impact on future budgets will be factored into next year's planning.

The Acting Deputy DG (S&CS):

- Briefly explained the approach to efficiencies. She noted that all the savings envisaged/assumptions for this year are on track and included in the forecast (save the sublet in the Warrington office).
- Asked that the Board consider the actions set out in para 2.8 of the paper including the actions taken by the PCC Chair (cognisant of the delivery of statutory duties and operational impact).

The Board discussed as follows:

- Previous discussion at ARAC around financial pressures. It was noted that financial oversight is not within ARAC's remit but this could be reconsidered going forward. The alternative would be a separate Finance Committee.
- The potential levers yet to be worked through but commended the work done to date and the direction of the medium-term financial plan.
- Support for the work undertaken by the executive whilst recognising the Board's role in advice and decision making.
- The limited levers remaining to create efficiencies and the further assurances sought regarding this.

- That work has been undertaken to assess what options there are for reducing expenditure in the year, given the pay remit pressures, and the impact this would have and that this analysis should be shared with the Board.
- The welcome nature of the transparent conversation with the HoSU regarding financial pressure resulting from the one off non-consolidated payment and the pay remit. It was noted that, as an ALB, the IOPC is not alone in this position and that the Acting DG had taken the right steps in writing to the HoSU.

The Board also recommended that:

- Work/time is directed to areas aligned within statutory duties. Also, continuity of the case for the significant savings to be made on Canary Wharf.
- The work on restructure (aligned with change) proceed without delay. Also, to call for more clarity (and Board sighting) on the related governance.
- Savings are tracked and savings made are supported by evidence (sighted by the Board) which is critical for assurance. Also, greater granularity provided around reporting on savings and scenario/range applied to reflect confidence levels. This links to the confidence in the Medium Term Financial Plan (MTFP) and the related evidence base. The Acting Deputy DG(S&CS) briefly informed that the report on the MTFP(under item 11A – below) provides details on tracking savings. This has been previously presented to the Board and it felt assured. Further discussion is encouraged to increase assurance. She also explained that the 2023-24 saving had been forecast by budget holders and tested (for assurance) with management accountants. These are the savings to be made this year and reflected (save Warrington Office) in P3. The processes in place are robust.
- Additional statement/paragraph in the MTFP (around monitoring efficiencies) to explain how forecasting is done, how assurance is monitored, tracking run rate alongside efficiency tracker etc (to improve Board understanding and assurance on robustness of the process). **(ACTION)** Also, being able to address unintended consequences.
- Additional information around savings target be included, such as how much is being realised presently and the next two years.
- Challenges around resources/pay remit be raised at the next ministerial meeting.

Agreed: To note the report.

B. MEDIUM TERM FINANCIAL PLAN (MTFP) AND RESOURCES REPORT (PAPER REF IOPC 07/23/11B)

The Head of Business Development noted that the report circulated to the meeting is to be read alongside the resources report (which addresses the current year position). He noted that the report sets out:

- Three broad areas (in para 2.1) i.e. the current progress in delivering the medium term financial efficiencies, a revised set of assumptions for years 2 and 3 (i.e. FY24-25 and 25-26) to give the updated financial challenge and because of the increase in financial challenge, a proposal is being presented to the Board for endorsement, looking at a variety of activities, impacting on the delivery plan and addressing the challenge.
- Progress made, (noted in para 2.2) - the only thing not reflected (in the moment) is the delivery/savings around estates (approximately £1.27 million over the two

financial years remaining). This had been excluded as the organisation has limited control over the levers/enablers to make those savings. The Warrington office was referenced as an example, where space had been vacated but there is no certainty on when a new tenant would be found to occupy it. This puts additional pressure at £1.27m.

- Delivery – in this context five areas are to be noted (as detailed in para 2.3). These include:
 - Case Management Systems (CMS) delay caused by the challenges around the migration of electronic documents, impacting on the delivery of savings (from 2023-24). Options for managing the delay are being discussed by the Change Delivery Board.
 - National Operations Turnaround Plan (NOTP) – has shown significant improvement and future pilots expected to further improve this. The productivity needed to achieve savings is looking safe/valid but the plan is yet to be developed on cashing out the productivity.
 - Improving Operational Delivery (IOD) – the position is similar to the NOTP. It is believed that the level of savings could be achieved but the pilots (and benefits realisation plan) are yet to be in place, hence the rating.
 - Hillsborough is delayed but this will not impact efficiency savings – there are a small number of savings with no current plans (set out at Annex 1). The proposal is to take the money from those budgets and manage them as investment pressure for 2024-25.
- Revised assumptions for version 2 set out in the Table in para 2.5. In essence, this is all in a state of variation. There is no change to funding assumptions, so we have assumed flat cash for the remaining two years (24/25 and 25-26).
- There is no change to pay assumption so planning for 3% in 24/25 and 25/26 but pay award brings pressure into 24/25.
- Modelling higher inflation on estates and prices (6% for 24/25 and a return to 2% in 25/26). We are carrying through no investments for 24-25 and 25-26. And expecting savings from the estates work. This results in (as noted in para 2.7) a revised set of savings and we are proposing an additional £2.5 million savings in 24/25 as set out in the table.
- It is proposed to undertake another service review (led by the Acting DG) before Christmas. Also adopting some of the more strategic options noted in para 2.10 (including review of our service delivery lines) and para 2.11 (continue to look at the existing considered recruitment in order to make savings and do more strategic work).
- Work is ongoing on the business case for the investments agreed in the business plan for the current financial year.

The Board discussed:

- The strategic options (in para 2.10). Also, the importance of reflecting the discussion (held under item 6) around the type of (and funding the) organisation desired in conversation with the Home Office.
- The importance of clarity (with the Home Office) on what the organisation should be doing.
- Support for holding further discussions to consider different scenarios on the type of organisation and the level of funding, efficiency, balances, productivity and proportionality etc.

- Addressing the critical issue of stability around senior leadership team to deliver change. Also, align para 2.10 to the previous discussion on senior management structure.
- The importance of conversation on fundamental issues (underpinned by data) such as demand and resourcing the organisational structure with the available funding.
- The confidence/trust in the executive and giving them space to continue with the fundamental change/review once the governance is confirmed by the Board. Also, ensure alignment with the outcome of the Cabinet Office Review and consider looking at how to prioritise based on savings (under Strategy 2) with due consideration for the type of organisation the IOPC should be.

The Acting DG noted that the work identified in the report will proceed without delay. He highlighted the importance of:

- Identifying scenarios given that assumptions shift quickly.
- Developing the options noted on what the organisation should look like (to be addressed around investigations and learning, and driving the review of service lines).
- Noting that there is more efficiency work to be done but changing the models when efficiency no longer meets the financial challenges.
- Putting in place sufficiently stable senior management structure/capacity for the next 2-3 years to drive change. Efforts are being made to get the balance right and ensure efficiency.
- Recognising that senior management restructure alone will not address all the questions.

The Board was invited to agree the report discussion and recommendations.

Agreed: To approve the discussion/recommendations and receive update in September.

12. ACTING DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 07/23/12)

The Acting DG spoke briefly to his circulated report as follows:

External engagements included –

- Force visits to West Yorkshire Police and the Metropolitan Police as well as meetings with bodies such as the National Policing Board, College of Policing, National Advisory Group on Race Discrimination, The Association of Police and Crime Commissioners.
- The wide ranging discussions included:
 - Positive feedback on the strategic approach being undertaken including the balance between investigation and learning.
 - Coordination of learning recommendations and the role other organisations can play to support learning.
- The range of meetings has also enabled the opportunity to highlight key points such as:
 - The importance of learning to the organisation and impact on building trust and confidence.

- Following up on learning recommendations being implemented and having the impact intended.
 - Increased sector level coordination and leadership around learning.
 - Concerns around abolishing Legally Qualified Chairs (LQCs) and the impact on public confidence through loss of independence.
 - The importance of promoting good performance management and reduced focus on misconduct panels to improve standards.
- It was noted that the permanent Director General role advert is now live and there is an expectation that the non executive director roles will shortly be advertised too.

Areas of concern/focus includes:

- In-year financial position, pay remit, budget pressures, medium term plan and leadership stability/restructure/interim appointments. Discussion is ongoing in these areas. A recent meeting of the Corporate Leadership Network (comprising the most senior 50 managers) was held discussing a wide range of matters from priorities to pressures and included change programmes and expectations of our senior leaders.
- External matters – the recent significant Supreme Court verdict on W80 and ramifications for public confidence.

Agreed:

- To note the report.
- To commend the assurance provided by the DG's meetings/visits/engagements and messages. To recommend building on these with objectives translating to outcomes.

13. HEALTH AND SAFETY (ANNUAL REPORT) (PAPER REF IOPC 07/23/13)

The Board considered and noted the reports for 2021-22 and 2022-23. The reports were previously considered by the People and Culture Committee at its June meeting.²

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/23/14)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

15. FORWARD PLAN (PAPER REF IOPC 07/23/15)

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 07/23/16)

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

² Item 14.

Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

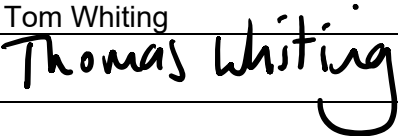
17. ANY OTHER BUSINESS -

The Board noted it was Miranda Biddle's final Board meeting before leaving the IOPC to take up an external role. It thanked her for her contribution and wished her well for the future.

18. MEETING REFLECTION

Agreed:

That Amanda Rowe will lead reflection for the next meeting.

NAME	Tom Whiting
SIGNATURE	
DATE	28 th September 2023

Schedule of actions

Agenda Item	Action by
4	Acting Deputy DG (S&CS)
11A	Head of Finance/Head of Business Development