

10 South Colonnade  
The South Colonnade  
Canary Wharf  
London E14 4PU

T 0300 020 0096  
Text Relay 18001 0207 166 3000  
E [enquiries@policeconduct.gov.uk](mailto:enquiries@policeconduct.gov.uk)  
W [www.policeconduct.gov.uk](http://www.policeconduct.gov.uk)

## Board Meeting Minutes

---

**Date & Time:** Wednesday 29<sup>th</sup> November 2023 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
Julia Mulligan	Senior Independent Director (SID)/Chair
Amanda Rowe	Director of Operations
Steve Noonan	Director of Operations
Tom Whiting	Acting Director-General

**In Attendance:**

Rob Barnes	Head of Business Development (Item 9)
David Calvert-Smith	Independent Consultant (Item 21)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Lindsay Harvey	Strategy Unit Manager (Item 9)

## 1. WELCOME AND INTRODUCTIONS

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

## 2. APOLOGIES

There were no apologies received.

## 3. DECLARATIONS OF INTERESTS

- The SID declared that she is Chair of the Gangmaster and Labour Abuse Authority (GLAA).
- The Chair and General Counsel declared prejudicial interests under item 21 and would recuse themselves.

## 4. APPOINTMENT OF EXECUTIVE MEMBER TO THE UNITARY BOARD

The Chair drew attention to the executive membership of the Board and recalled as follows:

- The departure of the former DG which reduced the membership (as there is yet to be a replacement).
- Following the departure of the former Deputy DG (Ops), two temporary appointments (Miranda Biddle and Amanda Rowe as Directors of Operations) were made, and both appointed to the Unitary Board on a 6-months (fixed term) consecutive basis.
- Miranda Biddle recently left and was replaced by Steve Noonan as Acting Director of Operations.
- It was proposed that the Board appoint Steve Noonan as an executive member of the Board. This is a temporary appointment pending future review such as the ongoing senior structure review.

**Agreed:** To appoint Steve Noonan as an executive member of the Unitary Board as recommended.

## 5. QUALITY COMMITTEE MEMBERSHIP (PAPER REF IOPC 11/23/05)

The Chair noted that Miranda Biddle was also a member of the newly established Quality Committee. He proposed that Steve Noonan replace Miranda Biddle as a new member of the Committee.

**Agreed:** To appoint Steve Noonan as a member of the Quality Committee.

## 6. MINUTES OF LAST MEETING HELD WEDNESDAY 18<sup>TH</sup> OCTOBER 2023 (PAPER REF IOPC 11/23/06)

The Board considered the minutes of the last meeting held on Wednesday 18<sup>th</sup> October 2023.

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

## 7. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 11/23/07)

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

**Actions:**

- Invite Baroness Casey to Board meeting for follow up discussion. This is in progress. A meeting was also proposed with Dame Angiolini. **(ACTION)**
- Discussion around the principles/activities relating to board transparency and visibility. Addressed under item 10.
- Statement around MTFP. This was reflected under the P6 forecast.
- People and Culture Committee to address matters around the sale of leave. This is awaiting the new Director of People joining in mid-January.
- Presentation to the Board on IOD update. In progress. Management Board recently discussed its business case and an overview of the programme will be presented to a future Unitary Board meeting. **(ACTION)**

The meeting also briefly discussed the 2022-23 Audit which is yet to be signed off. The Head of Finance informed that the final edits have been sent to the Home Office pending final review by the NAO.

**Agreed:** To note the document.

**8. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 11/23/08)**

The Head of Finance briefly noted as follows:

- The forecast overspend has reduced by £0.74m (given the additional funding received from the Home Office). Hillsborough exit costs (£0.45m) are expected to be accrued. In essence, the underlying forecast has fallen by £200,000.
- Savings have been made across the business particularly non-staff areas such as software and training.
- Mitigations are being monitored and further savings envisaged in November.
- There is increased overtime in Operations mostly driven by on-call arrangements.
- The ongoing use of considered recruitment and forecast savings.
- A GIAA audit which will consider quality of forecasting is pending and a preliminary review meeting is being held (with the GIAA) later in the day.
- Overspend is reducing through our own action and additional funding from the Home Office. A comprehensive review of our forecast overspend is being conducted for the Home Office. The Home Office has also requested (and received) a 3-year forecast for CDEL capital.

The Board discussed:

- Ensuring a robust process around overtime authorisation.
- Concerns around considered recruitment. It was noted that the previous concerns around the quality of data have been addressed. This has been primarily reflected in the forecast, providing the accurate position.
- The write-off concerns around the Electronic Documents and Records Management System (EDRMS) and resulting impact on tolerance which has been reported to the Home Office. The Change Management Board had discussed this

extensively and took the decision to enter into a short-term additional contract with the current supplier (and avoid a write-off). This has further reduced the risk. The last ARAC meeting discussed the matter and an update will be provided to the next meeting in January.

- Reviewing increased recruitment (given the over-budget position) and the potential merits of a recruitment moratorium supported by a clear process. It noted that only essential appointments are being made and that the list of appointments is being reviewed with some appointments deferred further. It was recommended that a projected headcount be conducted for assurance. **(ACTION)**
- It was agreed to conduct a review of considered recruitment and update the next ARAC meeting in January 2024. **(ACTION)**
- A further centralisation of decisions around considered recruitment was recommended.
- Levels of overprogramming and whether this represented a change of approach.
- The extensive ongoing consultation between the finance team and budget holders to improve understanding and planning was commended.

**Agreed:**

- To note the additional risk around the EDRMS write-off.
- That sufficient assurance is envisaged from the report on EDRMS being presented to the January ARAC meeting.
- That a report on considered recruitment be presented to the ARAC meeting in January. **(ACTION)**

**ACTION: HEAD OF FINANCE**

**9. MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE (PAPER REF: IOPC 11/23/09)**

The Chair recalled the pre-meet held with NED colleagues during the preceding week. The Head of Business Development presented the document aimed at providing an overview of the potential budget situation, the inherent volatility and the scenarios developed in response. He briefly highlighted the following:

- The work to be done to deliver the strategy and the related finance/budget in an uncertain funding scenario.
- The variance around the best and the worst case scenarios identified as well as the variance around the potential budget (noting the pressure areas).
- The probable scenario which was well discussed and balancing the ability to deliver the strategy with realising as many efficiencies as possible. This will require significant budget savings.
- The worst case scenario which would necessitate difficult conversations to identify a full range of efficiency/savings and likely deep delivery cuts to our work.
- Key financial and delivery risk against these potential scenarios and how each would impact the affordability and deliverability of the strategy.
- Ongoing work to develop understanding on where to make savings as an organisation. There is currently a good understanding of the implications of making up to 20% savings and the impact on service delivery and enabling functions.
- As noted in the report, decisions have been made on budget savings. This is balanced against investment decisions with leverage on key areas of work such as public affairs strategy and active oversight and making greater impact.

The impact of savings on delivery is explored in the document, including maintaining performance improvement and the potential trade-off decisions, risks

and the need to balance the budget. This would be an important part of the efficiency/delivery discussion in the future, ensuring that the MTFP could be delivered in parallel with ongoing changes and the senior management review.

The Board agreed the following:

- Progress with efficiencies (and straight forward budget savings identified, e.g. those RAG rated green) and await the budget before determining whether more challenging budget savings are necessary.
- Next steps to implement these plans including Business Planning for 24/25 and the Transformation Programme

The Board discussed:

- Understanding the change in financial and external environment, recognising the seismic shift since in context since the strategy was agreed and the need for an urgent response through prioritising core areas of work.
- Reviewing and reprioritising the scale of activities (for affordability) around the strategic objectives, taking account of the pivotal change and cost pressure. Also, consider the level of delivery starting with the statutory minimum and impact of review on structure and budget. It was recommended that this be facilitated by external consultants. **(ACTION)**
- Escalating public affairs work as part of reprioritisation (under the strategy) and recommended having a dedicated Board discussion with external facilitation on public affairs work to determine key messages and how the organisation could position itself more effectively and adopt a more proactive approach. **(ACTION)**
- Rationalising the ongoing work on senior staff management review to shape strategic focus, being agile and enabling colleagues deliver to the best of their abilities.
- Having clarity of and a unified approach to our vision to ensure organisational 'buy in'.
- Developing its understanding of the IOD/transformation programmes to increase its assurance.
- The work being done in response to the Home Office review on police accountability. The Chair summarised the action in order of priority as follows:
- Public Affairs – Convene a workshop of Board members, advisors and independent experts for dedicated discussion on the work done to date, future work and developing key IOPC messages. Also, coordinate the collective experience and network.
- Strategy – undertake stock-taking around the level of activities (around the strategic objectives), driven by affordability and current circumstances/threat. To be facilitated by external consultants and the discussion heavily informed by areas around the:
  - Statutory duties – given the funding challenges, the focus might be limited to this area of work.
  - Overarching duty to increase public confidence in the police complaints system.
- Review of Leadership Structure – given that the above will impact on senior structure. Determining a cross-function of collaboration and accountability. This is being facilitated by external consultants.
- Savings/Efficiency – It was noted that Management Board has challenged all departments on making savings and efficiency.

- More clarity around the transformation programme and expected outcome. It may be necessary to agree a definition. **(ACTION)** The meeting noted that significant work is underway through the IOD programme aimed at transforming investigations for more efficiency and effectiveness. This will be presented to a future Board meeting to improve understanding in this area. **(ACTION)**

**Agreed:**

- To note the report.
- To adopt the recommendations above whilst prioritising the above actions.
- To note the emerging pressure from the National Operations Turnaround Plan (NOTP) and performance review. It was agreed that the executive team should develop a recommended approach and brief the Unitary Board as appropriate.

**ACTION: HEAD OF BUSINESS DEVELOPMENT/HEAD OF FINANCE/  
DEPUTY DG (S&CS)**

**10. PRACTICAL OPPORTUNITIES FOR NED TRANSPARENCY AND VISIBILITY (VERBAL)**

Due to timing, it was agreed that a note would be circulated on this item.

**ACTION: DEPUTY DG (S&CS)/HEAD OF PRIVATE OFFICE**

**11. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 11/23/11)**

The Acting Deputy DG (S&CS) drew attention to the Public Perception Tracker (PPT). Targets being met on increasing awareness of the IOPC but confidence (of young people and black communities) around the complaints system has continued to decrease.

The Directors of Operations noted as follows:

- **Investigations** – for the second time this year to date (YTD), performance fell to 84% (just 1% below the 12 months target). This is attributed to October's performance and the closure of cases. Previous meeting had discussed the disproportionate impact of closing cases over 12 months. There are currently around 36 active cases likely to be over 12 months duration closing and these are being closely monitored to ensure timely completion. Also, being able to project the cases to be closed by the end of the financial year and the caseload for next year.
- The 6<sup>th</sup> months target cases are progressing well (with notable impact). Overall, it is expected that the (12 months and 6 months) targets would be met and the challenges around meeting the 12 months target are being addressed.
- Work is also ongoing with the performance team to improve data collection and enable greater analysis. This helps with better forward plan and identifying proactive actions in order to positively impact the KPIs.
- **National Operations** – referrals have dropped by 4% but remain high. Referral completions are improving around timeliness and improvements are being made around the processes to improve the number of working days to complete MOI decisions as soon as possible.
- **Casework Reviews** – the numbers have been erratic but remains high. Incoming demand increased in October (around 172). Completions also increased, with

slight decrease in the active caseload. This aligns with the projection around the National Operations Turnaround Plan (NOTP).

- The average time for completion of case reviews is being considered (110-118 Working Days from the receipt of background papers). This is within the target (125 Working Days). The benefits of the NOTP are now becoming evident through improvement in performance. In essence, there is good progress but more to be done.

The board discussed:

- Coordinating the process improvement work with the KPIs (which is reviewed annually) and being more ambitious around timeliness for example.
- Building the productivity and efficiency measures into the KPIs for better data/evidence around performance improvement. Attention was drawn to the discussion around the MTFP (under item 9) where there was a specific slide addressing performance review around productivity and the impact on the overall timeliness of reviews. There is now a good set of metrics showing a better modelling of performance.
- Capturing data in real time to enhance performance/productivity. It was explained that there is a demonstrable uplift in productivity per case. A dashboard would be produced for future discussion reflecting analysis and improvement in productivity (among others) around casework review.
- Using rich data to support and develop a clear, accessible and easily understood narrative to communicate how the organisation is performing, showing outcomes.
- Concerns around the high proportion of complaints upheld. It was recommended that this be referred to the Quality Committee for consideration. It was also noted that the annual report on complaints is being presented to the April 2024 meeting.  
**(ACTION)**
- Clarity around the mode of engagement with target stakeholders.

**Agreed:** To note the report.

Bill Matthews left the meeting. The meeting noted there was no quorum. It agreed to proceed given there is no decision required under the rest of the agenda items.

## 12. **ACTING DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 11/23/12)**

The Acting Director General noted key areas of the report such as external engagements, staff team and current focus/challenge for Management Board and external stakeholder meetings. In addition, he highlighted the following:

### **Appointments update**

- NEDs – the Home Office has offered extensions to May 2024 to two NEDs approaching the end of their terms. This is a temporary arrangement and the risk around succession planning remains. However, it is possible one NED will not extend.
- DG's post – this was readvertised and closed on 20<sup>th</sup> November. This is now progressing to the sifting stage with interviews expected to have been completed in for January 2024.
- Director, People – the successful candidate should join during January 2024.
- Director of Finance and Change – the role is being reconsidered and will be readvertised.

## Reviews

- The Dismissals Review and Accountability Review were discussed. Significant work has ongoing in order to provide a submission to both reviews.
- The Cabinet Office Commissioned Review's draft report has been reviewed and feedback provided to the team covering clarity and consistency of message. The final draft is expected to follow shortly.

## Recent ALB Conference

- This comprised plenary and breakout sessions with participation from the Home Secretary and the Home Office DG. Issues considered included ALB's experiences of sponsorship arrangements.

**Agreed:** To note the report.

### 13. **REPORT FROM THE QUALITY COMMITTEE MEETING (HELD 02/10/23) (PAPER REF IOPC 11/23/13)**

The Board noted the Quality Committee meeting held on Monday 2<sup>nd</sup> October 2023. The Committee Chair gave a verbal report at the October Board meeting. The minutes have been circulated.

**Agreed:** To note the report.

### 14. **REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 09/10/23) (PAPER REF IOPC 11/23/14)**

The Board noted the ARAC meeting held on Monday 9<sup>th</sup> October 2023. The Committee Chair gave a verbal report at the October Board meeting. The minutes have been circulated.

**Agreed:** To note the report.

### 15. **REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 10/11/23) (PAPER REF IOPC 11/23/15)**

The Board noted the People and Culture Committee meeting held on Friday 10<sup>th</sup> November 2023. The minutes have been circulated. The meeting noted that the matters raised have been discussed under preceding items.

**Agreed:** to note the report.

### 16. **BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/23/16)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

### 17. **FORWARD PLAN (PAPER REF IOPC 11/23/17)**

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.

**18. 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:

- 20<sup>th</sup> September 2024 meeting confirmed.
- February 2024 meeting to be held in Wales. The meeting also provides opportunity for staff engagement.

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

**ACTION: GOVERNANCE SECRETARY**

**19. ANY OTHER BUSINESS**

There was no other business.

**20. MEETING REFLECTION**

Rommel Moseley led the reflection noting.

- The challenging discussion around budget, increasing confidence in policing, delivering value for money and the Medium Term Financial Plan. (MTFP)
- The robust discussion around considered recruitment concerns around future forecasting etc.
- The 5 action points discussed and agreed around clarity of vision, clarity around transformation and reviewing levels of activities around strategy (given the financial environment and the need for affordability and deliverability), the work on public affairs reflecting sensitivity to the volatile external environment etc. Also, the need for external consultants to facilitate the discussion around some of these areas.

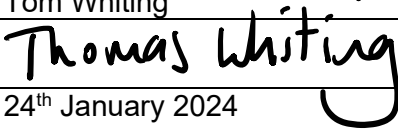
**Agreed:** That **Kathie Cashell** will lead reflection for the next meeting.

The Acting DG and the General Counsel (having declared interests under item 21) recused themselves due and left the meeting after item 20.

**21. BOARD COMMISSIONED REVIEW**

The meeting received a verbal presentation from the Independent reviewer, David Calvert-Smith and briefly discussed the emerging findings and recommendations.

**Agreed:** To note the report.

<b>NAME</b>	Tom Whiting
<b>SIGNATURE</b>	
<b>DATE</b>	24 <sup>th</sup> January 2024

## Schedule of actions

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