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Board Meeting Minutes

Date & Time: Wednesday 23rd October 2024 at 09:45hrs

Venue: Warrington Room 2.07

Members Present:

Kathie Cashell	Acting Deputy DG (Strategy & Corporate Services)
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Non-Executive Director/SID
Steve Noonan	Ag. Director of Operations
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

In Attendance:

Hannah Ball	Hillsborough Communications Manager (Item 7)
Margaret Bruce	Governance Secretary
David Cooper	Senior Investigator (Item 7)
David Cryer	Director of Finance and Corporate Resources
David Emery	General Counsel
Jodie Gibson	Head of Sponsorship Unit (Home Office)
Sarah Green	Hillsborough Decision Maker (Item 7) (via Teams)
John Jeffrey	Senior Investigator (Item 7)
Chris Mahaffey	Lead Senior Investigator (Item 7)
Marie Morrissey	Head of Private Office
Yvonne Nugent	Head of Engagement (Item 7) (via Teams)
Misha Upadhyaya	Chief of Staff

1. WELCOME AND INTRODUCTIONS

The Board visited the Hillsborough Archive prior to the meeting. The meeting commenced at 09:45hrs and was quorate. The Chair welcomed members and attendees to the meeting.

2. APOLOGIES

The meeting received apologies from Amanda Rowe (Ag. Director of Operations)

3. DECLARATION OF INTERESTS

There was declaration of interests from:

- General Counsel (a Liverpool fan)
- Rommel Moseley (NED) (a member of HM Prison & Probation Service (HMPPS)) Board.

4. MINUTES OF BOARD MEETING (HELD FRIDAY 20TH SEPTEMBER 2024) (PAPER REF IOPC 10/24/04)

The Board considered the minutes of the last meeting held on Friday 20th September 2024 and agreed amendment to item 11 on designation of the Home Office representative who attended the meeting.

It **agreed** to approve the amended minutes for the Chair's signature and publishing on the website.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 10/24/05)

The Board considered the 2 pending actions on transformation and victim support. It noted that update on transformation would be presented to the next meeting and (as directed) victim support had been referred to the committees (ARAC and PCC).

Agreed: To note the document.

6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 10/24/06)

The Board discussed the verdict and impact of the recent Chris Kaba case and other high-profile cases (including learning and accountability). The Director General noted the report circulated before the meeting and briefly highlighted the following:

- External stakeholders – The variety of meetings and events attended to update on the Director General's vision and priorities and discuss matters such as performance, improving the overall system, building trust and confidence, the transformation plans, response to (and progress to the work on) the Accountability Review. Also, meeting the IOPC Youth Panel, participating in the Home Office roundtable to discuss taking police reform forward, collaborating with others on shared priorities and building momentum.
- Home Office – Meeting with the Home Secretary to discuss legislative change proposed (by the IOPC) as part of the Accountability Review.

- Pay Remit - The Home Office has authorised 5% pay award. Following consultation with the union, staff should receive the pay (backdated to July 2024) by the end of the year.
- People – Phase 1 of the Senior Management Review (SMR) had been completed (with Director level posts confirmed) and shared with colleagues with positive feedback. Recruitment into vacant roles were in progress. Consultation on Phase 2 should begin soon. The new Director General's Office went live on 21st October with a new Chief of Staff (Misha Upadhyaya).
- Publication – The Annual Death Statistics would be published soon and circulated to the Board. Members were encouraged to comment on the publication. The latest 'Learning the Lessons' was recently published focussing on corruption.
- Super-complaint work on issues raised by the Suzy Lamplugh Trust (on behalf of the National Stalking Consortium) – A significant number of recommendations were made for improvements across the system. The Director General commended the work done led by the IOPC working in collaboration with the College of Policing and His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS).
- Transformation programme – progress in 3 key areas were noted in the report (i.e. ongoing communication and engagement (which had received positive feedback), delivery model (update on the assess phases being presented to the November Board meeting), and the newly constituted Transformation Assurance Group, leading the day to day delivery of the Transformation programme.
- Other areas of focus/challenge for Management Board – such as the impact of transformation on morale and performance, and the measures being taken to address the challenges.

The Board discussed the impact of transformation. It welcomed the good feedback received from staff and expressed concern on some resistance to change which could impact morale. It welcomed the new Head of Comms and noted the steps being taken to increase capacity.

Agreed: To note the report and thank the Director General.

7. HILLSBOROUGH PRESENTATION

The Board viewed video clips (from You Tube) of the disaster. It also received presentations from the Hillsborough Senior Management Team and Decision Maker highlighting a wide variety of areas including the background, investigation, legislative change, decision making update, criminal trials, role of stakeholder engagement team, archiving and digitisation work, and work to identify internal and external learning.

The Board welcomed the presentation, and the clarity provided which has improved understanding. It discussed how the team manages challenges/risks, impacts on staff wellbeing, the implications of organisational transformation and legacy work. It noted the work to identify learning and the need to ensure that this was captured to demonstrate value and ensure that best practice would be applied to future work. It agreed to add this to future Board discussion on broader issues. **(ACTION)**

ACTION: AG. DEPUTY DG STRATEGY & CORPORATE SERVICES

The Director General returned to London to attend the meeting of the National Policing Board. The SID took the chair.

8. ANNUAL EFFECTIVENESS REVIEW PLANNING (PAPER REF: IOPC 09/24/08)

The Board considered the report (and recommendations) from the Governance Working Group (GWG). It noted the background such as the previous work done on board effectiveness in 2022 and the subsequent recommendations of the Fairfield report (a triennial external review). The GWG was convened to consider the Fairfield recommendations and as part of that it considered the approach to the annual review of board effectiveness going forward. In view of the new members, it recommended that the next review (to be delivered in Q4) focus on development (rather than effectiveness) of a newly composed Board. This would be externally facilitated with the GWG participating in the selection of the facilitator.

The HoSU supported the report and recommended reflecting external feedback/perspective. It agreed that this would be reflected in the Terms of Reference for the external facilitator.

Agreed: to approve the recommendations and deliver the board development work in Q4.

(ACTION: DIRECTOR OF FINANCE AND CORPORATE RESOURCES)

9. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 10/24/09)

The Director of Finance and Corporate Resources noted that the report (till end of August) circulated before the meeting showed a forecast for full expenditure (as noted in the budget) and the additional £5m received from the Home Office. Minor underspend was emerging, but this was being managed with a focus on the priorities identified previously. He drew attention to Annex D which explained the impact of budget reductions next year (in response to a recent request from the Home Office).

The Director sought Board approval of the revised travel and subsistence policy (considered and recommended by the October ARAC meeting). The basis for revision was to simplify and ensure alignment with the Home Office and Treasury policies.

The Board discussed timeliness in the allocation of next year's budget. It also discussed the realisation of efficiency and noted the savings already built into the budget and the review being conducted for potential areas for future/further savings and greater efficiencies.

The Board considered the travel and subsistence policy and welcomed alignment with Home Office and Treasury policies. It approved the policy.

Agreed: To note the report and approve the policy.

10. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 10/24/10)

The Ag. Director of Operations noted the self-explanatory report circulated before the meeting and the ongoing work on recovery plan across operations. He highlighted the below.

- The continuing downward trend in investigations (in 12-month cases), the 6-month cases were above target and lessons were being learnt for improving the 12-month cases. He also noted the downward trend in national operations and Mol which was improving (but still not at target). Interventions were in place to address them.
- Recruitment – the first cohort of staff would be welcomed into investigations later in the month. Two more cohorts were expected early in the new year and impact expected later next year (given the need for training). As part of addressing capacity challenge (and ensure immediate impact), disclosure specialists were being recruited (fixed term) and investigators recruited through agencies to assist throughout the autumn/winter period. Other actions included expediting some areas under the transformation programme to enable a speedier transition to the national model. This included recruitment of the head of the specialist teams.
- Turnover – the Improving Operational Delivery (IOD) programme was addressing some of the challenges relating to turnover.
- Demand – had stabilised (but remained significant) in all areas. Discussion was ongoing with the People team to bring forward the next cohort planned for September 2025. Internal promotion would also be encouraged, saving on recruitment cost.

The Board discussed

- The impact of considered recruitment and the long-term solution to the challenges. It noted the variety of reasons for the amber to red areas of the report and discussed the measures being adopted to translate to green. It noted the related challenges including the unforeseen increase in demand brought by legislative change (and the response such as the National Operations Turnaround Plan (NOTP) which increased productivity by 30%). It expressed concern on assurance that recruitment (and other interventions highlighted) was sufficient as the long-term solution to meeting the year end targets.
- The drivers of turnover (including remuneration). It noted that turnover varied between offices and there was ongoing management board discussion to address this under the new national operating model and manage demand. It also noted other areas where Artificial Intelligence (AI) could assist.
- The need for a control strategy to assist prioritisation under the transformation programme. It noted that this was being addressed under the new national operating model, enabling a centralised assessment, identify priorities and manage demand.
- The recovery plan being developed with narratives to explain the actions being taken to address the issues. This would be presented to the November Management Board meeting (**ACTION**) and assist stakeholders' understanding of the red areas.
- Other steps which could be taken externally to assist. It recommended developing a monthly historical log to measure progress and monitor trends etc.

It was suggested that this would be presented to the January meeting as discussed at previous Board meetings.

Agreed: To note the report.

11. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD WEDNESDAY 28TH AUGUST 2024 (PAPER REF: IOPC 10/24/11)

The Board noted the meeting of the PCC held on Wednesday 8th August 2024 and the minutes circulated before the Board meeting. The extraordinary meeting was convened to discuss and support the recommendations on the pay remit. The Committee Chair gave a verbal report to the September Board meeting.

Agreed: To note the report.

12. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD MONDAY 30TH SEPTEMBER 2024 - VERBAL

The Board noted the meeting of the PCC held on Monday 30th September 2024. The minutes will be circulated in due course. The Committee Chair highlighted the areas of discussion which included culture and transformation governance.

Agreed: To note the report.

13. REPORT FROM MEETING OF THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) HELD WEDNESDAY 16TH OCTOBER 2024 - VERBAL

The Board noted the meeting of the ARAC held on Wednesday 16th October 2024. The minutes would be circulated in due course. It also noted the wide ranging discussion which included the internal audit work (and sharing good practice), data protection annual report and Annual Report and Accounts which is nearing completion and should be forwarded to the Home Office for sign off soon. It considered (and recommended Board approval of) the digital and data strategy and the estates strategy. Both would be presented to the November Board meeting.

Agreed: To note the report.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/24/17)

The Board considered the document presented by the Governance Secretary and agreed to note the document.

15. FORWARD PLAN (PAPER REF IOPC 10/24/15)

The Board considered the Forward Plan. The document aimed to ensure effective forward planning for Board meetings. It provides the opportunity for members to propose and discuss items for future meeting agendas. It noted some of the items proposed for the November meeting.

Agreed: To note the report.

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 10/24/16)

The Board considered the meeting dates/venues for 2024/25. It noted the ongoing consultation of future dates (2025-26 etc) which would be circulated in due course. It proposed circulation of provisional dates. It agreed to discuss the frequency of Board meetings at a future meeting. **(ACTION)**

The Director of Finance and Corporate Resources invited members to send expression of interest (to the Chair) on membership of the new committees (recommended by the Fairfield report).

Agreed:

- To note the document and discuss committee membership and frequency of Board meetings at a future meeting. **(ACTION)**
- That further consultation would be held on the February 2025 Board meeting date.
- Provisional meeting dates (for 2025-26 onwards) would be circulated to the Board in the meantime.

ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE


17. ANY OTHER BUSINESS

There was no other business.

18. MEETING REFLECTION

Rommel Moseley and Julia Mulligan led the Board reflection noting the presentation and discussion on Hillsborough which provided clarity. They commended the families’ resilience, staff commitment and personal investment in the work which raised many issues for consideration going forward, including informing the planned development session to improve board effectiveness.

They welcomed the committee discussion on culture in the context of the ongoing transformation work and emphasised the importance of communication and clarity in light of the recent verdict and the challenges in the broader system.

NAME	Rachel Watson
SIGNATURE	
DATE	20 November 2023

Schedule of Action

Agenda Item	Responsibility
7, 8, 10	Director of Finance and Corporate Services
16, 18	Head of Private Office