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Board (Seminar) Meeting Minutes

Date & Time: Wednesday 27th September 2023 at 10:30hrs

Venue: Canary Wharf (Rm 2.10)

Present:

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
Julia Mulligan	Senior Independent Director (SID)
Tom Whiting	Chair/Interim Director-General

In Attendance:

Katie Aston	Strategy and Planning Manager (Item 7)
Rob Barnes	Head of Business Development (Item 7-8))
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Smyth Harper	Head of Communications (Item 11-12))
Lindsay Harvey	Strategy Unit Manager (Item 7)
Holly Marshall	Strategy and Planning Manager (Item 7)
Kieran Nash	Yonder (Item 11)
Steve Noonan	Director of Major Investigations
Stephen Oakley	Head of Policy and Public Affairs (Items 11-12)
Anna Reynolds	Yonder (Item 11)
Charlie Rollason	Yonder (Item 11)
Rachael Toon	Research Manager (Item 11)
Elizabeth Williams	Policy & Engagement Manager (Item 12)

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 Amanda Rowe were noted.

Apologies from Marie Morrissey, who routinely attends Board meetings were also noted.

Bill Matthews and Christine Elliott each indicated that they would need to leave before the scheduled close of the meeting. It was noted that their departure would mean that the meeting would no longer be quorate. Following discussion, it was agreed that the meeting would continue as planned once they depart, however it would not be possible to take any decision as a result of being inquorate.

3. DECLARATIONS OF INTERESTS

The Acting DG and General Counsel declared interests under item 20.

4. MINUTES OF LAST MEETING HELD WEDNESDAY 19th JULY 2023 AND MINUTES OF MEETING HELD WEDNESDAY 21ST JUNE 2023 MAY (PAPER REF IOPC 09/23/04A&B)

The Board considered and agreed the minutes of the last meeting held on Wednesday 19th July 2023.

The Board also considered and agreed the minutes of Wednesday 21st June 2023.

Agreed: To note and approve the minutes for signature as an accurate record of the June and July meetings.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 09/23/05)

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

Actions:

- Seek meeting with Baroness Casey. The meeting is now rescheduled with her team for 10th October 2023.
- Organise a separate meeting in September to present the in-depth demographic research conducted by Yonder. This is addressed under item 11.
- Provide an update (at the July meeting) on the draft Public Affairs Activity Plan (following input from the Pendragon team). This is addressed under item 12.
- Receive an update on the budget. This is addressed under item 6.

Agreed: To note the document.

6. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 09/23/06)

The Head of Finance noted the key update and highlighted as follows:

- Increase in overspend (is affected by factors such as centrally driven pay cost and less savings from considered recruitment).
- Overspend is also attributed to the sale of annual leave which is unbudgeted. There are proposals for a casework manager regrade. The review process is ongoing.
- Table 2.6. notes Management Board discussion on reducing expenditure (including sale of some fleet cars, reducing sale of annual leave and possible deferral of casework manager regrade. Some (such as the sale of annual leave) were deferred.
- It is envisaged that the next forecast (in January) will reflect reduction and the reason for (and value of) the overspend.
- CDEL –The forecast overspend includes the cost of dilapidation and fit out in Birmingham and Sale offices but from the most recent Management Board discussion, it is expected there would be a possible reduction in capital spend to balance out CDEL.

The Board discussed:

- The Home Office being kept informed of projected overspend and the likelihood of their allocating additional funding as noted in the report.
- The initiatives on efficiency savings work in progress.
- Whether considered recruitment is part of efficiency savings. It was explained that savings will be realised from reducing the overall number of posts as well as delaying recruitment to some posts.
- The background to (and reason for) considered recruitment - a response to expected reduced future funding as well as a forecast overspend in the current financial year. Period 6 will report on savings realised through considered recruitment.
- The sensitivities around the sale of leave, impact on capacity, overtime, time off in lieu (TOIL), wellbeing and the need for consultation. It was agreed that this should be addressed holistically and referred to the People and Culture Committee **(ACTION)**.
- The requirement to remain within 1% of the budget and the efforts to ensure balance through savings.

Agreed:

- To note the report.
- That related people matters be referred to the People and Culture Committee. **(ACTION)**

ACTION: DEPUTY DG (S&CS)

7. MEDIUM TERM FINANCIAL PLAN (MTFP) (PAPER REF: IOPC 09/23/07)

The Acting Deputy DG (S&CS) briefly updated on this item, recalling the discussion at the last meeting in July including the need to revisit the assumptions in the MTFP and produce a revised version (v2). The work began in the summer and the team is to be commended for their commitment. The revised document was presented to the Board.

The team (led by the Head of Business Development) updated the Board and presented the document for consideration, endorsement and agreement, noting the direction of travel, position on budget (aligning with the new Board in February), plan against the probable scenario areas and impact on the Strategy. Also, the approach adopted on the work and the next steps. The Board noted the following highlights:

- The work done since May 2022 when the Board challenged the affordability and deliverability of the new corporate strategy and the MTFP document was developed in response (covering 3 financial years up to 2026). The Board considered the document (and provided comment and advice) at its meetings in February and July 2023. This informed the revised version (v2) being presented to this meeting.
- Challenge scenarios - the work done (such as the identifying 20% savings in the budget, and senior structure review) and the principles adopted in shaping the MTFP document (such as prioritising work aimed at maintaining public trust and confidence). The 3 challenges scenarios developed (noting the best, probable and worst case).
- Affordability of the strategy – the proposed position for each financial year (24/25 and 25/26) and the surplus envisaged.
- Deliverability of the strategy – noting the impact of proposals on the strategy (such as agile response to issues affecting public confidence, reducing backlog of Reviews and driving efficiency in core investigation).
- Key decisions made and associated risks – such as timeliness/delay.
- Operations, Strategy and Impact (and other) impact of proposals/risks (including reduced capacity, wellbeing and morale).
- Implementation and assurance –managing the level of volatility in the Plan (noted in the document). Work is ongoing through the People teams on how to best manage this.
- Emerging implementation issues (around performance and morale) and mitigating measures.
- Oversight/assurance – an update will be presented to the October or November Board meeting and the 24/25 budget will be presented for signoff to the January or February Board meeting. It is recommended that (for assurance) reporting to the Board continue on the delivery of the efficiencies/savings. It is also recommended that :
 - ARAC monitor the risks; and
 - People and Culture Committee (PCC) monitor exits and related matters such as culture, morale and leadership.

The Board discussed:

- The pressing issue of budget which is common to all organisations and the need to trust executives to address this alongside other challenges. It was informed that there is capacity to address the challenges.
- Timing and resource as some of the major challenges to delivery.
- Reflecting the requirements set out in Managing Public Money in supporting arguments/case with the Home Office. **(ACTION)**
- The need to understand the strategic intentions behind the overarching principles adopted and looking holistically at demands coming to the organisation.

- The principles around ‘people last’. It understood the need to protect operational delivery but advised caution given that there may be circumstances where change is required in how resourcing is applied. It was explained that work is ongoing to ensure holistic consideration and application of the principles.
- The principles around ‘protect operational delivery’ (presumably based around statutory requirements). The Board enquired whether consideration has been given to what the organisation would be like if it only performed its statutory roles/requirements. It was explained that the focus is to undertake work aimed at driving public trust and confidence and maintain the credibility of the IOPC. All referrals work (and possibly matters where Article 2 is engaged) must be done and only independent investigations has room for manoeuvre.
- Improving and increasing efficiency through automation of processes. It was informed that work is ongoing to ensure that processes are standardised and well managed/under control before progressing to the next stage (i.e. automation). This is part of the principles being adopted around efficiency.
- Whether there is sufficient capacity for the level of change required for the transformation programme.
- The cost around accreditation. It was informed that the cost is around £40K, focussing primarily on digital forensics and on routine and essential operational activity.

The Board also:

- Expressed satisfaction in key areas including the overarching principles aimed at implementing the transformation programme, bringing change and making the organisation ‘fit for the future’.
- Acknowledged that there are challenges and recommended focussing on increasing protection/improvement and avoid defensive approach.
- Recommended discussing with the Home Office how they could attend Board meetings to increase understanding of the work and related challenges and add value.

The Chair briefly noted and advised on the importance of:

- Having clarity that this is a transformation programme.
- Board writing to the Minister on funding.
- Board approving the budget at its January 2024 meeting (being the last meeting of the current Board prior to new composition from February).

Agreed:

- To note and endorse/agree all five recommendations in the report.
- To thank the Head of Business Development and his team on the work.
- That ARAC and PCC will take responsibilities as discussed above. **(ACTION)**

ACTION: HEAD OF FINANCE/HEAD OF BUSINESS DEVELOPMENT.

8. PERFORMANCE REPORTS (REF: IOPC 09/23/08-A&B)

The Board received the following:

a) QUARTERLY (Q1 APRIL-JUNE) PERFORMANCE REPORT

The Strategy Unit Manager noted that the delayed report had been circulated before the meeting for feedback. She highlighted the following:

- MTFP (some of the issues had been raised/discussed under the preceding item).
- Electronic Documents and Recording System (EDRMS) and Case Management System (CMS). The approach has been agreed and the timing for CMS going live. The project is progressing well.
- Operations performance - some options were considered around managing the referrals demand and managing the volume of independent investigations. It was agreed that on the independent investigations there will be focus on cases where Articles 2 and 3 are engaged. Also on cases around chief officers, discrimination and Violence Against Women and Girls (VAWG).
- Improving Operational Delivery (IOD) – this is progressing well and (as discussed previously) some options are being developed around efficiency and effectiveness in investigations work. This will be considered by the Operations Management Board (OMB) and Management Board (MB).

The next quarterly report should be presented to the November Board meeting.
(ACTION)

The Board discussed:

- Whether the right areas are being prioritised given the references to issues of resources throughout the document. Also, whether we are sufficiently equipped in understanding the drivers of performance. It was explained that funding in some areas (such as the IOD which previously saw slippage) have been addressed. Others are impacted by considered recruitment where substantive recruitments are sometimes deferred.
- Concerns around Hillsborough – It was explained that the Salmon process is a factor but there is more to be done on timeliness and proportionality. There is no one size fits all and significant work has been done on stakeholders engagement. Some criticism on delay has been focussed on the system as a whole, and this is a reminder that more work is required around delay).
- Concerns around managing demand – it was noted that different approaches would be adopted but the focus would be on areas aimed at adding value and driving public confidence. This requires the need to identify core work and what work should be taken on. A workshop has been held with the Metropolitan Police on this. On a process basis, the aim is to ensure that trends are clear, thus improving the response to demand and ensuring resources are available to meet demand. Also, the availability of skills set which could be readily transferred as needed.
- Conducting analysis to develop a better understanding of the demand on the organisation from strategic (rather than operational) perspective.
- National Tasking through which work can be moved around to enable agile response to delivery. It was informed that this is a key focus of the IOD.

b) HEADLINE PERFORMANCE REPORT

The Board also considered and noted the headline performance report for August.

Agreed: To note the two reports.

9. ACTING DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 09/23/09)

The Acting DG briefly highlighted as follows:

- Extensive engagements have been ongoing over the last few months. Since the last meeting, the Acting DG (alone and with team) has met with a wide variety of external stakeholders (as noted in the report circulated) including the DG for Public Safety Home Office, Chair of the Independent Advisory Panel on Deaths in Custody (IAPCD), Yvette Cooper MP, Metropolitan Police Commissioner, Mark Rowley and Deputy Commissioner Lynne Owens. The discussion held was wide ranging, from understanding IOPC role and remit and independence to work pressure, increased referrals, overspend and budgetary pressure. Others touched on timeliness in investigations, moving towards fitness to practice, the importance of learning and the role others can play. Also, the prevention/reduction of deaths in custody etc.
- There were also meetings with Chief Constable Richard Lewis – to discuss how the IOPC could assist to encourage Chief Officers to equip their officers and staff with Naloxone and provide reassurance around the reluctance of frontline officers to administer Naloxone, given the concerns around the possibility of resulting fatality and in Death or Serious Injury (DSI) referrals.
- Attended event at Marcus Lipton Centre with young people in Brixton – to listen to community/young people on perception of police and the barriers experienced in accessing the complaints system. The young people were subsequently hosted in the IOPC Canary Wharf Office.
- Recruitment – The new Interim Regional Director for London has recently started. The Permanent DG (a Crown appointment) recruitment process is underway and details are on the Public Appointments website. Recruitment for the 3 Directors (responsible for People, Resources and Change Delivery) is underway.
- The most recent senior sponsor meeting where discussion included funding and NED recruitment.
- Cabinet Office review - the report is in progress with some clarifications provided. A draft should be circulated soon with 2 weeks deadline provided for feedback.
- Management Board discussion around the Medium Term budget and the senior structure review, which has now been launched. The scope (grade 15 and above) and next steps were discussed.

The General Counsel also briefed on Op Irpin.

Agreed:

- To note the report.
- The recommendation that the PCC oversee the senior staff restructure review.

The Board (led by the SID) discussed item 20 (noted below).

Bill Matthews (NED) and Christine Elliott (NED) departed following the discussion under item 20.

10. ANNUAL REVIEW OF GOVERNANCE DOCUMENTS (PAPER REF: IOPC 09/23/10)

The Board discussed the possibility of deferring this item until after the Cabinet Office review. Following discussion, it agreed that the usual annual review be conducted (at the October Board meeting) followed by a substantive review (early next year) to reflect the outcome/recommendations of the Cabinet Office review. **(ACTION)**

Agreed:

- That the documents will receive preliminary review by the October Board meeting, with further review in early 2024, following the recommendations of the Cabinet Office review. **(ACTION)**

ACTION: HEAD OF PRIVATE OFFICE

11. CLOCKFACE: UNDERSTANDING POLICING ATTITUDES AND PRIORITIES ACROSS THE PUBLIC - IN-DEPTH DEMOGRAPHIC RESEARCH BY YONDER (PAPER REF: IOPC 09/23/11)

Following introductions, Yonder presented the report aimed at summarising the key findings of the 2023 Clockface analysis run as part of the Public Perception Tracker (PPT). The following were highlighted:

- Adopting a 'clockface' approach (a model developed for predicting behaviour on how people define themselves). The (two dimensional) approach is based on 'security' and 'diversity', helping to break down as much as possible to assist understanding of public attitude/perception in policing and police conduct.
- Reflection of elements in the 'clockface' (such as reasoned support, benefit of the doubt, progressive discontent and traditional criticism (the last 2 being the focus areas for improving confidence).
- Identifying distinctions and unifying factors in the groups and the right channels of engagement. Details are provided in the document circulated aimed at developing understanding of different groups and the necessary communications and engagement strategy.
- Application of 'clockface' and highlighting areas such as attitudes towards policing bodies and the government, negativity towards the police, views on police effectiveness/efficiency, confidence about police dealing fairly with complaints and views on policing and the IOPC etc.

The Board discussed:

- Whether there are other relevant factors (such as age) besides security and diversity. It was informed that this is part of the breakdown reflected.
- Previous work and the consistent reflection of the need to send key messages to develop awareness and understanding on what the IOPC does. It was advised that this requires returning to the basics and targeting key groups.

- Having clarity in the classification of service users.
- The work already done such as the ‘know your rights’ campaign and the work done with the youth panel.
- The complexity/sensitivity around former police officers working on cases relating to Violence Against Women and Girls (VAWG) – women are a group with low confidence in the complaints system. It discussed the need to address this through developing key messaging highlighting the benefits (of the skills, knowledge and experience) brought by former officers, to enhance efficiency and effectiveness.

Agreed: To note the report.

12. PUBLIC AFFAIRS ACTIVITY/PLAN UPDATE (PAPER REF: IOPC 09/23/12)

The Head of Policy and Public Affairs led the team to present the revised documents (i.e. the strategy and plan). He recalled the last Board discussion on the item and the advice to develop a high level strategy and a separate implementation plan.

He briefed on the work since done with consultants on the development and approach. This was followed by stress-testing thinking and workshops involving colleagues. The revised documents are presented to the meeting.

The strategy comprises of four priorities, with objectives and expected outcomes/achievements and the guiding principles to be applied to the work. However, the implementation plan reflects only one of the strategies. This is to enable flexibility in the Board’s feedback/amendment. The Board was asked to consider and provide feedback on the priorities and approach being adopted.

The Board supported the principles being adopted and discussed:

- Having clarity on Priority 4 (around advocacy for users of the police complaints system). It was explained that previous discussion has been held (and scoping work done) in this area with a clear need identified (for some groups) but the IOPC is unable to deliver this type of service.
- Having clarity on the role of Private Office in some areas identified in the Plan. It was explained that responsibility for elements of the work sit with the Private Office (sometimes helping to facilitate/coordinate meetings and providing information).
- Assigning responsibilities more broadly (rather than heavily focussed on the DG).
- Recent events which have further underscored the importance of advocacy. In view of this, it was recommended that the priorities be reorganised in order of importance, giving advocacy more priority.
- Reviewing the target audience to extend beyond the fairly predictable audience including those who might provide indirect influence on particular issues. A mapping exercise could be conducted.
- Exploring the possibility of using the skills, experience, knowledge and influence of Board members to deliver the plan.
- Aligning events (in the plan) for Parliamentarians with publishing the impact report and other research.

Agreed: To note the document and support the priorities/plan subject to the recommendations.

13. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 19/07/23) (Ref: IOPC 09/23/13)

The People and Culture Committee (PCC) met on Wednesday 19th July 2023. The minutes have been circulated. Some of the key areas addressed include the IOD programme, the people strategy, update on the new professional accreditation and the Terms of Reference.

The Board noted and acknowledged the significance of the IOD, which is being implemented alongside the Case Management System (CMS), aimed at transformation of the operational team. This is being done along with the senior structure review. It recommended future presentation on the IOD work to improve understanding. **(ACTION)**

It discussed the areas around public trust and confidence in some regions and the importance of stakeholder communications and engagement.

Agreed:

- To note the report.
- That the PCC will oversee the senior management review.
- That update be provided to the Unitary Board on the IOD programme to (improve sighting and understanding of) at its November meeting. **(ACTION)**

ACTION: HEAD OF BUSINESS DEVELOPMENT

14. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 16/08/23) (Ref: IOPC 09/23/14)

The People and Culture Committee (PCC) also met on Wednesday 16th August 2023 to address the pay remit. The minutes has been circulated.

Agreed: To note the report.

15. BOARD MEETING ATTENDANCE (PAPER REF IOPC 09/23/15)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

16. FORWARD PLAN (PAPER REF IOPC 09/23/16)

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.

17. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/23/17)

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

Agreed: To note the document and retain the dates subject to future review.

ACTION: GOVERNANCE SECRETARY

18. ANY OTHER BUSINESS - CONFIDENTIAL

There was no other business.

19. MEETING REFLECTION

The meeting briefly reflected on the coherent and wide-ranging agenda which has promoted a combination of cross-cutting discussions of financial and other live issues, bringing perspective and clarity. Other items such as the public affairs plan and case briefing has increased recognition of the impact of external factors.

The meeting acknowledged there are challenges and issues to navigate in the foreseeable future, but the discussion has generated more confidence around the approach to addressing key issues. The feedback and steer on the MTFP was particularly helpful towards focussing on the opportunities and away from potential defensiveness.

It agreed there is improved strategic discussion and good delivery on strategy, culture and assurance.

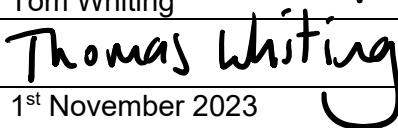
Agreed: That Amanda Rowe will lead reflection for the next meeting.

20. THE UNITARY BOARD COMMISSIONED INDEPENDENT REVIEW – VERBAL UPDATE

The Chair and General Counsel recused themselves during this item.

This item was chaired by the SID.

The SID updated on the review being conducted by David Calvert-Smith. The SID and the Chair of ARAC had met with Mr Calvert-Smith earlier in the month where he advised that his report is nearing completion and it is anticipated it will be available to the November Board meeting. **(ACTION)**

NAME	Tom Whiting
SIGNATURE	
DATE	1 st November 2023

Schedule of actions

Agenda Item	Action by
6-7	Director, People
7	Head of Finance/Head of Business Development
10	Head of Private Office
13	Head of Business Development