

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

Date & Time: Wednesday 22nd February 2023 at 10:30hrs

Venue: Canary Wharf (Room 2.10)

Present:

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

In Attendance:

Rob Barnes	Head of Business Development (Items 8 & 10)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Marie Morrissey	Head of Private Office

1. WELCOME AND INTRODUCTIONS

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

The meeting was followed by the annual Board training on Data Protection.

2. APOLOGIES

Apologies received from Deborah Bowman (NED).

3. DECLARATIONS OF INTERESTS

Members were invited to declare any interest in the items on the agenda. The following made declarations that could reasonably be considered prejudicial, so would absent themselves from the meeting for the relevant discussion as follows:

- Chair/Interim DG – item 7
- General Counsel - item 7

Agreed: To note the declarations

4. MINUTES OF LAST MEETING HELD WEDNESDAY 25th JANUARY 2023 (PAPER REF IOPC 02/23/04)

The Board considered the minutes of the last meeting held on Wednesday 25th January 2023.

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

5. MATTERS ARISING (PAPER REF IOPC 02/23/05)

The Board considered the actions from the last meeting.

Action to:

- present the revised communications strategy to the January 2023 Unitary Board meeting. It was informed that this will be presented to the March Board meeting. **(ACTION)**
- convene meeting to discuss performance projections etc. It was noted that a sub-group meeting has been held, to be followed by another meeting (including Christine Elliott and Catherine Jervis (NEDs)). **(ACTION)**
- circulate a note of the meeting with the proposed independent reviewer and present the draft ToR of the independent review to the Board. This is addressed under item 7.

The Board recalled and briefly discussed the action on the support/advise from the People and Culture Committee on the interim (and permanent) arrangements around leadership. It was noted that this is in progress with input from Management Board.

Agreed: To note.

ACTION: INTERIM DG/DIRECTOR, S&I

6. COMMITTEE MEMBERSHIP (PAPER REF: IOPC 02/23/06)

The Interim DG presented the paper. He recalled the previous discussions around non-executives and plans on (and mode of) recruitment going forward. Also, the membership arrangements for the People and Culture Committee and the newly established Quality Committee. The ToR for the Quality Committee was agreed in October 2022 (subject to review by the Committee when it meets). He proposed convening a sub-group meeting prior to the first meeting of the Quality Committee. Meanwhile, he proposed the committee memberships as follows:

Quality Committee	People and Culture Committee (PCC)
Rommel Moseley (Chair) Catherine Jervis Bill Matthews Miranda Biddle Kathie Cashell	Christine Elliott – (Chair) (replacing Deborah Bowman) ¹ Rommel Moseley Julia Mulligan

The Board briefly discussed the composition of the PCC and agreed that this is subject to future review regarding the inclusion of executive members. It noted the report and **agreed** the proposals on:

- Membership (and Chair) of the newly established Quality Committee.
- Change of membership and new Chair of the People and Culture Committee.
- Holding a sub-group meeting preceding the first meeting of the Quality Committee.

7. INDEPENDENT REVIEW REGARDING THE FORMER DIRECTOR GENERAL'S RESIGNATION (PAPER REF: IOPC 02/23/07)

The Interim DG and General Counsel, having declared an interest, left the meeting and were absent during both the discussion and decision making on this item

The SID chaired the meeting in the interim DG's absence and led the discussion around the resignation of the former DG. She noted the work undertaken following the Board decision to conduct an independent review around governance for assurance. Also, developing a related Terms of Reference (ToR) and identifying an independent person to undertake the review.

She noted the paper circulated and the annexes which summarise discussions and work to date along with points for consideration in coming to a decision on the recommendations and invited comments. The Board briefly discussed:

- The draft ToR and the work methodology. Also, the importance of avoiding delay.
- Demonstrating due sensitivity, noting that this is new territory for the organisation and the need to ensure sufficient checks and balances are in place to ensure genuine independence and transparency as well as the need to use existing process unless there was a good reason to deviate from those.
- Balancing the wellbeing support being provided and ensuring integrity.

¹ Chairing her first PCC meeting in May.

- Delegating responsibilities by appointing a NED review team to lead the process, support the independent reviewer and secure the independence of the review and report back to the Board.
- Developing guidance document for the review team to ensure clarity/transparency (specifying process and reporting frequency etc). **(ACTION)**

The Board also noted the five matters (considered at the 16 December 2022 meeting) in relation to the review. It was satisfied that these have influenced the ToR and the related risks have been mitigated. It considered the recommendations in the paper and **agreed** as follows:

- To approve the ToR for the review.
- To approve the publications strategy for the review.
- To appoint Sir David Calvert-Smith as the independent reviewer.
- To appoint a review team comprising of the SID and Chair of ARAC.
- That a draft ToR for the review team (clarifying its role, and frequency of reporting etc.) be presented to the March Board meeting. **(ACTION)**

ACTION: DIRECTOR, S&I/HEAD OF PRIVATE OFFICE

8. QUARTERLY PERFORMANCE REPORT (PAPER REF: IOPC 02/23/08)

The Head of Business Development briefly introduced the report, noting the focus on affordability and deliverability of the new strategy. He recalled that these were 2 of the 3 key challenges discussed at the May 2022 Board meeting and noted under item 10 (below). He also noted new areas of work (as below) and the work being done to change the structure of the performance report from next meeting.

The Director (S&I), the Interim Director of Operations (North) and the Interim Director of Operations (SE) noted as follows:

- **Priority 1 – Awareness and confidence** - The results of the Public Perception Tracker (PPT) are noted including the dip in confidence around the fairness of police complaints. This is impacted by the recent media reports around some challenging cases etc. Work is ongoing to address this, for example, a major Youth Panel event is imminent.
- **Priority 2 - Accountability**
 - **Investigations** – The reporting period has continued to reflect positive performance against timeliness and KPIs. Forecast by the end of March should be at 90% (in 12 months cases) and 35% (in 6 months cases). There are still challenges around allocations, but this is being managed and capacity is improving. As informed at the last Board meeting, referrals had increased (with a slight drop in December) and the trajectory is likely to continue. This is being monitored. The triage approach is still being adopted in operations for investigations. Work is also ongoing around recruitment and retention and new appointments were made in January.
 - **National operations** - continue to see increased demand in reviews. Performance is being monitored via the National Operations Turnaround Plan (NOTP) which continues to progress alongside a number of efficiency projects with expected improvement in productivity and reduction in backlog.

- **Improving operational delivery programme** – a business case is being presented to the Operations Management Board (OMB) and subsequently to the Unitary Board to note the key areas of priorities aimed at increasing efficiency and achieving operational excellence.
- **Priority 3 – Leading Improvement –**
 - Work is ongoing around the discrimination thematic area. Stop and search learning recommendations were made, and responses are being received. This is feeding into the work on supercomplaints on s.60, around handcuffing and the need for effective research and the effectiveness of stop and search etc.
 - Work is also ongoing around Violence Against Women and Girls (VAWG) thematic area – including implementation of actions we committed to as a result of the PPDA super complaint. Much of the work will be focussed on oversight to improve local handling of complaints and to assess where forces need more guidance to support that. The first roundtable (with partners) is being convened to consider issues such as stripsearching of children and how learning from IOPC work could be implemented/reflected.
 - The supercomplaint received from Suzy Lamplugh Trust is also in progress and is likely to be led by the IOPC. This will form part of our VaWG thematic focus and findings may influence our further work in this area.
- **Priority 4 – Performance** – the Interim DG briefly noted key updates such as the work on budget (discussed under item 10) and the cabinet office review (under item 11). Also, the new case management systems which is progressing to the build stage and the ICO related work and change.

The Board discussed and sought clarifications as follows:

- Providing clarity/examples to ensure evidence-based progress and reporting. It was informed that restructured report is aimed at reflecting that.
- Recommend NEDs input in restructuring of performance report to highlight and clarify key milestones, objectives, achievements, progress made (or not made with underlying reasons) etc.
- Understanding the reason for dip in youth confidence. It was informed that engagement is ongoing. A youth panel event is also imminent. The dip is also reflective of other similar surveys such as that of the National Youth Council.
- Recommend increasing understanding of different demographics/groups.
- Understanding the inconsistency in reduced awareness. It was explained that awareness surveys are done in waves and conducted with different people on each occasion. The next wave is imminent, and this gives the annual overview.
- Understanding the objectives to be achieved in VAWG work. It was informed that the communications and stakeholder engagement strategy/plan is in progress to address this and will be presented to the next Board meeting.
- Ensuring the right strategy for data and insight and the right data partners for improvement. Also, ensuring the existing significant data on confidence work for us. It was explained that work is ongoing to ensure the right data partners. There are also budgetary issues requiring the need for efficient use of resources and targeting key/priority areas.

- Improving capacity around financial management for better forecasting on capacity challenges and managing demands etc. It was informed that work is being implemented to address this.
- Working in a sustainable manner. It was explained that this is a challenge given the capacity issue which is being addressed through prioritisation and allocation across teams.
- Appetite for a deep dive on operations improvement/investigation delivery work. It was informed that the business plan should provide the opportunity for deep dive in this area.
- Recommend coordinating the programme of work and highlight impact to improve understanding. It was informed that following input (by OMB) to the operational delivery work, a consolidated work document would be presented (with expected achievements etc.) to the Board at its meeting in May. **(ACTION)**
- Recommend mainstreaming some of the work programme into the work of the Quality Committee.
- Acknowledge the importance of timeliness and commend the key (90%) achievement. Also, recommend narrative around the remaining 10%.

Agreed: to note the report.

9. HEADLINE RESOURCES REPORT (PERIOD 9) (PAPER REF: IOPC 02/23/09)

The Head of Finance presented the report and briefly noted the following:

- Forecast RDEL underspend = of £0.3m (£0.5m less than last month). The reduction predominantly relates to reduced ICT cost and removal of exit costs risks as well as recruitment.
- CDEL is on budget = £2m expenditure against the delegated budget of £2m. Discussion has been held (around forecasting) with the Home Office and there is no cause for concern.
- The GIAA has been invited to review forecasting for assurance.

The Board briefly discussed the following:

- Matters likely to impact on forecasting such as the recommendations from the impending Cabinet Office Review.
- Recognising the current challenging financial landscape and the need to ensure impact on confidence.
- Ensuring fitness (for the future) in financial management.
- Addressing the culture aspect.

Agreed:

- To note the report.
- That ARAC will discuss financial management and report to the Board. **(ACTION)**
- That the People and Culture Committee will discuss the audit recommendations on workforce planning and report back to the Board. **(ACTION)**

ACTION: HEAD OF FINANCE

10. AFFORDABILITY AND DELIVERABILITY OF CORPORATE STRATEGY (PAPER REF IOPC 02/23/10)

The report was presented by the Head of Finance and the Head of Business Development. The aim was to develop understanding around the affordability and deliverability of the corporate strategy. The Board noted as follows:

- **Affordability** – the proposals made in the paper in this area. It identifies what is affordable (with reliable assumptions) and expected outcomes in the first and subsequent years. It noted the reviews undertaken around areas such as ICT, estates and the efficiencies brought by the new Case Management System etc. and the resulting benefits and impact on staffing/recruitment. It noted the challenging areas, the related risks, the response and the efficiency savings made from our work as well as the impact of the Cabinet Office review etc. This will be kept under review, but it was noted that there are difficult decisions/choices to be made going forward.
- **Deliverability** – the impact of the budget on the strategic objectives. In view of this, Management Board set five ambitions noted in para 2.13 of the paper aimed at progressing the strategy, cognisant of key issues such as budget position and capacity issues and how these will be addressed. Para 2.15 notes the portfolio of change required for effective delivery, including the:
 - National Operations Turnaround Plan (NOTP)
 - Improving Operational Delivery
 - Hillsborough
 - Digital, Data and Technology
 - Implementing the new People Strategy.

It noted the additional work planned around awareness and support to service users enabling accessibility to the wider complaints system, active oversight on VAWG and NOTP, engaging with stakeholders and communities and impact, setting out moving from identifying learning to a leader of improvement in policing and the ability to demonstrate deliberate and agile responses to issues affecting public confidence.

- **Governance** – a shift in reporting is envisaged to increase visibility and assurance (as noted in para 2.17) as well as ensure effective monitoring. The improved reporting will cover areas relating to portfolio and business as usual (BAU) work. Also, on the work aimed at the delivery of the performance framework, giving assurance on affordability.

The Board was invited to discuss and consider the recommendations made in the paper. It commended the significant work done by the sub-group comprising executives and non-executives and discussed as follows:

- Indication of real progress reflected in the document, linking areas such as current position and scenario planning to the new strategy.
- Noting key change areas including improving process and delivering the culture change around proportionality and productivity. Also, completing the new case management solution.
- Noting a first (and forward looking) 3-year plan (subject to periodic review) with multiple aims including how to absorb areas of pressure and the opportunity to

invest in the new strategy. Also, manage budgetary reduction, mitigating challenges and ensure benefit delivery

- The transformational elements in the plan providing the opportunity to do things differently such as the NOTP aimed at improving operational delivery.
- Ensuring alignment of the MTFP with the Cabinet Office review.
- Impact of financial challenges on people (including cohort trainees) and quantifying demand with capacity.
- Recommend providing narratives on how things have changed and providing a realistic picture on work complexity and effective use of resources. It emphasised the importance of managing expectations and prioritising. It was explained that this is about continuing to deliver important investigations alongside other work such as reviews, oversight, research and super complaints etc which provides the ability to shift public confidence.
- Delivering change from within and building colleagues' understanding (and 'buy in') of change i.e. working differently – for example changing the way investigations are conducted, (rather than increasing volume) with due regard for complexity in key areas such as VAWG and discrimination.
- Moving to a different delivery model and different priority, to invest in efficiencies and a more proportionate way of working in Operations to make savings and deploy resources to other impactful areas of work.
- The importance of developing and implementing an effective training plan to enable change. A new approach to training may also be considered. It was explained that the change is being aligned with training plan with specific focus on the groups going through change. For example, ensuring line managers have what they need to manage and lead change. This includes providing external peer support to colleagues and providing the opportunity to challenge the status quo and make improvement.
- Recommend aligning the People Strategy and consider how this supports and enables change management.
- Impact on financial management and budget forecasting.
- Recognising the challenges and risks ahead (characterised by budget cuts) and preparation to address them. It was acknowledged that this requires the delivery of transformational work to enable effective use of resources.

Agreed:

- To thank the team and commend the significant work done.
- The Medium Term Financial Plan (MTFP) for 23/24-25/26.
- The budget for 23/24, including the methodology for balancing the budget.
- The proposals for the governance of change portfolio.
- The continuity of the Affordability/Finance sub-group.

11. INTERIM DIRECTOR GENERAL – UPDATE (PAPER REF IOPC 02/23/11)

The Interim DG noted the report circulated and briefly informed that the weekly informal meetings held with non-executives to provide clarity, advise and feedback is being moved to monthly briefing. He reported as below.

- External Stakeholders – meetings held with a variety of stakeholders including those below. Some meetings were postponed (such as the meeting with the Mayor).
 - Steve Hartshorn, National Chair Police Federation
 - Jaee Samant, Director General at the Home Office
 - A family in one of our longest reference cases
 - MET Police Turnaround Board
 - Chris Philp, Minister for Policing
- Home Office – routine meetings are now being held with the Home Office.
- Media –
 - the new Head of Communications has joined and will be presenting on the new Strategy to the March Board meeting.
 - Preparations are in place for either outcome of the charging decision of the former DG.
 - There is pending interview about Dame Angiolini enquiry (Part 1).
- Staff – the pay remit is now confirmed and will be reflected in the February pay. Weekly message continues to be circulated to staff, noting focus areas of work.
- Cabinet Office Review – the Terms of Reference has been received and feedback provided. A final version is awaited, and the review date should be announced soon. A meeting is being held with the reviewer.
- Focus areas for Management Board is now moving to business as usual including budget and business planning processes.

Agreed: To note the report and thank the Interim DG.

12. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 16/01/23) – (PAPER REF IOPC 02/23/12)

The Committee held a meeting on Monday 16th January 2023. The minutes has been circulated and the Chair gave a verbal report at the last meeting.

Agreed: To note the report.

13. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 18/01/23) (PAPER REF IOPC 02/23/13)

The Committee held a meeting on Wednesday 18th January 2023. The minutes has been circulated and the Board received a verbal report at the last meeting.

Agreed: To note the report.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 02/23/14)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

15. FORWARD PLAN (PAPER REF IOPC 02/23/15)

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 02/23/16)

The Board considered the document on future meeting dates/venues. It noted that the dates are being reviewed. It also recalled and agreed that at least one meeting will be held in Wales.

Agreed: To note the document.

ACTION: HEAD OF PRIVATE OFFICE

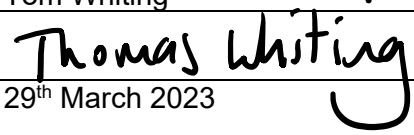
17. ANY OTHER BUSINESS

There was no other business.

18. MEETING REFLECTION

Bill Matthews (NED) led the reflection commending the opportunity to be back in the office. Also, having good productivity (given the opportunity to address other matters around the margins of the meeting). The Board noted the recognition and attitude to risk inherent in the discussion and providing good scrutiny. It also noted some recurring areas in the discussions such as better financial management/forecasting, highlighting the need to address them. It agreed that the inputs from non-executive ensure that the Board continues to operate in a unitary nature. It recommended more reflection of observer perspective.

Agreed: that Rommel Moseley will lead the reflection for the next meeting.

NAME	Tom Whiting
SIGNATURE	
DATE	29 th March 2023

Schedule of actions

Agenda Item	Action by
5	Interim DG/Director (S&I)
7	Interim DG/Director (S&I)/Head of Private Office
8	Director (S&I)
9	Head of Finance