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Board Meeting

Date & Time: Wednesday 26th April 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 Jervis	Non-Executive Director
Rommel Moseley	Non-Executive Director
Bill Matthews	Non-Executive Director
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 7-8)
Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
David Emery	General Counsel
Claire Duffy	Senior Project Manager (Item 8)
Holly Marshall	Strategy & Planning Manager (Item 7)
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.

2. APOLOGIES

There were no apologies received.

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, and would absent themselves from the meeting in the event of relevant discussion.

- Chair/Interim DG – (Item 18 under Item 4)
- General Counsel – (Item 18 under Item 4)

Agreed: To note the declarations.

4. MINUTES OF LAST MEETING HELD WEDNESDAY 29TH MARCH 2023 (PAPER REF IOPC 04/23/04)

The Board considered and agreed the minutes of the last meeting held on Wednesday 29th March 2023. It made amends on action (arising from the Estates Strategy discussion) for the People and Culture Committee.

There was no discussion relating to item 18 therefore the Chair/Interim DG and General Counsel did not need to absent themselves.

Agreed: To note and approve the minutes for signature as an accurate record of the meeting discussion, with the above amendments.

5. MATTERS ARISING (PAPER REF IOPC 04/23/05)

The Board considered the below actions from the last meeting.

Action:

- Convene a meeting to discuss performance projections etc. with Christine Elliott and Catherine Jervis in attendance. The meeting is scheduled for 27 April 2023.
- Coordinate the programme of work (on improving operational delivery), highlight impact and present a consolidated work document/report to the May Board meeting. This is addressed under item 8.
- Present the revised communications strategy to the March 2023 Unitary Board meeting. The strategy is being presented to the May Board meeting. **(ACTION)**
- Present the Estate Strategy to the April ARAC Meeting. The document was presented to the April ARAC meeting (reported under item 9 below).

- Amend the Standing Orders following the motion passed. The Standing Orders have been amended and published.
- Circulate case summaries to members. The document has been circulated to members.

The Board discussed the introduction of annual action logs for better monitoring/tracking actions to completion.

Agreed:

- To note the report.
- To approve the introduction of an action log.

ACTION: DIRECTOR, S&I

6. STANDARDS OF BEHAVIOUR AND INTERNAL CULTURE OF THE METROPOLITAN POLICE SERVICE: IOPC-LED ACTION TO HELP ADDRESS THE ISSUES IDENTIFIED IN BARONESS CASEY'S REVIEW (PAPER REF: IOPC 04/23/06)

The Director, S&I presented the paper for consideration of the issues raised by the recently published Casey report (reviewing the culture and standards of behaviour in the Metropolitan Police). Also, to note and discuss the IOPC actions taken (and planned) to address the issues. She briefly highlighted the following:

- The paper sets out the work on pre (and post) Casey report. It also highlights the work relevant to the issues raised in the report.
- Some of the issues had previously been highlighted by the IOPC but the Casey report is broader.
- The planned work is also relevant to the issues and aligns with the organisational strategy (such as learning, improving and influencing/complementing the work of others, with due regard for the IOPC jurisdiction around complaints, conduct and confidence).
- A research paper is being developed (in collaboration with others) looking at areas such as public confidence and levers for improving it. There had been previous Board discussion around this area, looking at a variety of examples.
- Some of the work is already reflected in the business plan but it is necessary to consider whether this is sufficient and whether there is a need to prioritise. Also, to consider matters around reform of the complaints and misconduct system as well as broader issues such as vetting, fitness to practise and the review on Legally Qualified Chairs (LQCs).

The Board considered the:

- Link between confidence and consent. Also, there was a discussion around the definition of consent and the evidence-based view in other sectors about the ability of consent to generate/drive confidence.
- Significant and numerous issues to address on reforms and the need to ensure that influencing others is fact-driven and evidence-led.

- Fundamental questions raised by the Casey review and the need to develop strategies for addressing them (such as a public affairs strategy), prioritising and focussing on key areas cognisant of resource challenges.
- Possibility of resistance to the Casey recommendations, related challenges and how this could be addressed.
- Impact of the current (interim) leadership.

The Board also noted the:

- Elements of confidence such as satisfaction, legitimacy and responding to key issues which are of relevance to people etc.
- Role of research in considering the elements for improving public confidence.
- Need to ensure alignment of communications plan with the communication and stakeholder engagement strategy.

It discussed and recommended:

- Considering knowledge and understanding of consent from other sectors. Also, developing general understanding of policing by consent.
- Being bolder (as an independent body) in developing levers for change and improving credibility. Also, developing a list of the Casey recommendations matched with IOPC (specific and potential) interventions to inform the proposed public affairs strategy.
- Increased collaboration with non-policing bodies to amplify the change needed to improve confidence.
- Communicating with key stakeholders through (e.g.) open letters.
- Considering the Casey recommendations with objectivity (as an independent organisation). Also, seeking an urgent meeting with Baroness Casey to discuss pertinent issues including clarification on who will lead specific recommendations.
- Identifying immediate, medium and long term plans to address the Casey recommendations.

Agreed:

- To note the report and thank members for their contribution.
- That a meeting be sought with Baroness Casey. **(ACTION)**
- That Christine Elliott and the Director S&I liaise on seeking external support to develop a public affairs strategy. **(ACTION)**

ACTION: DIRECTOR S&I

7. ANNUAL BUSINESS/DELIVERY PLAN (PAPER REF: IOPC 04/23/07)

The document was introduced and presented by the Director S&I (with the Head of Business Development and the Strategy & Planning Manager) to be agreed by the Board. The published version would be developed and shared in due course. Meanwhile, the following were briefly highlighted from the document:

- The planned deliverables for 2023-24, the Key Performance Indicators (KPIs) and supporting measures against which progress would be assessed.

- The document (and related discussions) is informed by the Medium Term Financial Plan (MTFP). It is classified into 4 strategic areas.
- Key areas of the MTFP (affordability and deliverability), informing ambition setting and prioritising.
- Key areas in the document such as activities delivery and objectives/priorities and key deliverables. Also, the related efficiencies and when these would be realised.
- The 5 ambitions agreed under the strategic objectives. Assessing work across the business against those ambitions.

The Board discussed:

- The impact of delay on the Stakeholder Information Management Systems (SIMS). It was explained that impact includes resources but the aim is to consolidate and improve efficiency.
- Need for effective monitoring and tracking targets. For example, through setting milestones and clarity on how activity will translate into result.
- Highlighting results and the savings to be made. Also, tracking KPIs (and strategy) to be achieved and producing a less detailed document and highlighting the key difference between Strategy 1 and Strategy 2. It was explained that the work and savings would be tracked through reporting.
- Developing summary document as an appendix to the Plan (noting key activities, milestones, targets, progress and risks etc).

Agreed:

- To approve the document subject to the revisions.
- That the document be discussed at the 27 April sub-group meeting and recirculated. **(ACTION)**
- That a publishable version of the document would be produced (with appendix).
- That the document would be monitored via the quarterly performance report (with periodic evaluation, identifying lessons learnt etc).

8. PROGRAMME OF WORK (ON IMPROVING OPERATIONAL DELIVERY) - PRESENTATION

The item was presented by the Interim Director of Operations (South East), the Head of Business Development and the Senior Project Manager. The aim was to update on progress regarding the work being done to improve the operational delivery programme. The Board noted the following:

- Purpose of the IOD programme (including reviewing investigation process and identifying solutions for future improvement).
- Areas of focus for the current financial year (2023-24).
- Approach adopted to address challenges in investigation processes and structures.
- Delivering improvements in the programme.
- Key risks and issues (such as capacity, increasing complexities and related resources).
- Managing demand and capacity. Ensuring quality assurance/managing volume and timeliness of work.

- Estimated timescale for delivery.
- Efficiencies/eliminating waste and making savings (for current and future years)
- Work undertaken to date and prioritisation.
- Ensuring the right structures and governance are in place. Also, adopting a holistic approach to systems, structures, roles and responsibilities etc.

The Board briefly discussed as below.

- The culture of prioritising investigations. It was explained that a collaborative approach is now being adopted, working with the Strategy and Impact Directorate.
- Considering wider issues such as impact on internal recruitment.
- Clarity on the nature of improvement (current and future) and link to key risks/challenges and delivery of objectives. It was explained that the focus is to consider and implement change (i.e. what to do differently in order to create efficiencies).
- Setting clear, measurable objectives to monitor progress.
- Implication of the cancelled cohort, impact on capacity and managing related risks.
- Ensuring clarity (and supporting data) on post final cases such as those outside IOPC control and the impact on reputation and stakeholders.
- Recognition that culture is a fundamental part of the change programme which should inform our approach.

Agreed:

- To note the report.
- That progress would be provided through quarterly performance reports (and would therefore not be on the May agenda as set out in the circulated actions for item 5).

9. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 19/04/23) (VERBAL)

The Board noted the ARAC meeting held on 19 April 2023. The minutes would be circulated in due course. Meanwhile, the Committee Chair highlighted some of the items discussed including:

- Annual report of the ARAC – circulated under item 10 noting key areas relating to governance and assurance. The recent laying of the ARA for the 2021-22 financial year. The variety of related challenges and avoiding them going forward. It commended the NAO support.
- Internal Audit report Opinion (Limited) the resolve to adopt a more resilient approach. The organisation was commended for the bold steps taken to identify and address areas of challenge. The GIAA as well as ARAC noted that the areas of concern are well within the control of the organisation to address.
- To strengthen assurance, the Interim Director General proposed additional oversight (through holding monthly meetings) to complement the work of ARAC.
- Key areas of audit focus going forward.
- Risk register – discussions included leadership, resilience and future change etc. Also, Home Office interventions around timeliness etc. Some assurance was received, and it was recommended that this might be discussed at the June Unitary

Board meeting (when the 6th monthly report is presented) noting the mitigations in place. **(ACTION)**

The Board noted the reports and thanked the Committee and members of ARAC (and the executive team) for the effective work done. It also noted the increased nature of external risks (over which the IOPC has no control).

Agreed: to note the report.

ACTION: RISK AND AUDIT MANAGER

10. ARAC ANNUAL REPORT (PAPER REF: IOPC 04/23/10)

This item was discussed under item 9.

11. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 04/23/11)

The Board noted that the quarterly report (for Q4) will be presented to the May meeting. Meanwhile, the Director S&I, Interim Directors of Operations (North) and (South East) briefly noted the following:

- The annex notes one of the key performance targets (i.e. learning recommendations).
- 12-month cases is above target (89% against 85% target). Performance is also strong on 6-month cases which is above target (38% against 33% target). In essence, we remain on track to achieve/exceed both our 6- month and 12-month KPIs by the end of the financial year.
- Current Target End Date (TED) forecasting indicates that national performance will remain above target with an expected year end position of 90% against our 12-month target and 38% against our 6-month target respectively.
- YTD we continue to start and complete fewer investigations than last year, 17% and 27% respectively.
- Unlike last year, more investigations are being started than completed. Our current active caseload is 247.
- It is important to consider how the profile is changing and understanding the range/target expiry date when considering the active caseload. Also, seeing the profile of more complex cases/data and impact on performance for both forecasting and the actual work being done.
- There is focus on transparency and accountability, notifying service users and stakeholders where there is delay (and providing reasons).
- Positive effects of the National Turnaround plan with more Reviews being completed (than received). More referrals are being completed on average per month.
- Overall, there is good news with challenges envisaged for the coming year.

The Board briefly discussed transparency and related challenges for service users.

Agreed: To note the report.

12. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 04/23/12)

The Head of Finance presented the quarter 4 report and briefly noted the following:

- There was a £10K overspend, at the end of the FY 2022-23, making full use of our budget. Underspend had been envisaged.
- There is a small underspend on capital given the position with CMS and office refit (at CW).
- Work is underway to finalise budgets across the organisation and should be completed shortly. First forecast is envisaged for the next month. This does not address the MTFP.
- The Civil Service pay remit has now been announced. It sets out that we are able to make average pay awards up to 4.5%. Provision was made for 2%, an assumption informed by recent years' pay remit, creating an additional pressure of £1.2m.
- Discussion will be held with the Director, People about the impact on our 'considered recruitment' approach. The plan is already predicated on 6 months delay.

The Board discussed and noted the implementation period for the pay remit. It noted the importance of focussing on MTFP, identifying and tracking savings. Also, linking the programmes discussed under item 7 to savings when providing updates.

It noted the newly established Change Board and its role in coordinating and providing consolidated updates, including clarity of the colleagues responsible for particular savings. Further discussion would be held at the sub-group meeting on 27 April. It was explained that budget holders are accountable for making savings. Longer term savings are identified through reviews conducted by Directors and SROs are responsible for high risk areas. Relevant discussions are held as part of individual performance reviews.

Agreed: To note the report.

13. INTERIM DIRECTOR GENERAL – UPDATE (PAPER REF IOPC 04/23/13)

The Interim DG spoke to the circulated report and briefly highlighted the following:

- Update on meetings (including follow ups) with external stakeholders (as noted below). There is ongoing positive feedback about the direction of the organisation (noting there is more work to be done). Stakeholders have commended the engagement and openness. Meeting were held with:
 - Keith Fraser, Youth Justice Board (YJB)
 - Rachel Watson (Policing Director) Home Office
 - Debi Potter, Unison
 - Margaret Obi, Service Police Complaints Commissioner, Ministry of Defence (MoD)
 - The Chief Constables' Council conference
 - Phil Golding, Association of Police and Crime Commissioners (APCC)

- Metropolitan Police Service Productivity Review Stakeholder Engagement Group
 - Jaee Samant (Home Office)
 - Bishop James Jones
- Home Office - Discussions include NED recruitment, leadership and capacity, and the ongoing Cabinet Office review.
 - Discussion with YJB about collaboration/coordination on IOPC Youth engagement work.
 - Discussion with NPCC on collaboration around learning recommendations etc.
 - Ongoing Cabinet Office review – this is progressing well and Dr Fairfield (the independent reviewer) and her team have met with many colleagues and commended the support received.
 - Planned strike action on 28 April.

Agreed: To note the report.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 04/23/14)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

15. FORWARD PLAN (PAPER REF IOPC 04/23/15)

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.

The Board considered and discussed the timing of the work around board effectiveness given the ongoing Cabinet Office review.

Agreed: To note the document.

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 04/23/16)

The Board considered the document on future meeting dates/venues. It noted the ongoing consultation on the date of the meeting to be held in Wales.

It noted the dates/times/venues reflected in the document circulated previously. The Head of Private Office informed that meeting diary would be adjusted to align with the document.

Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY

17. ANY OTHER BUSINESS

There was no other business.

18. MEETING REFLECTION

Kathie Cashell led the reflection on the meeting commending the hybrid format. The Board also noted the discussion on:

- The Casey report and appetite for similar discussions in future
- Maintaining a unitary approach and maintaining the right balance in the level of detail provided.
- NEDs sharing experience from other organisations.
- Social activity for members and others.

Agreed: that Julia Mulligan will lead reflection for the next meeting.

NAME	Tom Whiting
SIGNATURE	<i>Thomas Whiting</i>
DATE	13 th June 2023

Schedule of actions

Agenda Item	Action by
5, 6 & 7	Director S&I
9	Risk and Audit Manager
16	Head of Private Office