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## Board Meeting Minutes

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**Date & Time:** Friday 20<sup>th</sup> September 2024 at 10:30hrs

**Venue:** Canary Wharf Room 2.10

**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 (via Teams)
Rachel Watson	Director General/Chair

**In Attendance:**

Rob Barnes	Director of Transformation (Item 12)
Margaret Bruce	Governance Secretary
Michael Cordy	Head of Police Integrity Unit (Home Office) (Observer)
David Cryer	Director of Finance and Corporate Services
David Emery	General Counsel
Marie Morrissey	Head of Private Office
Amanda Rowe	Ag. Director of Operations (via Teams)

**1. WELCOME AND INTRODUCTIONS**

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and attendees to the meeting. The Board also welcomed Michael Cordy, Head of Police Integrity Unit at the Home Office

**2. APOLOGIES**

The meeting received apologies from Clive Quantrill (NED) and Steve Noonan (Ag. Director of Operations)

**3. DECLARATION OF INTERESTS**

There were no declarations of interests.

**4. MINUTES OF BOARD MEETING (HELD WEDNESDAY 17<sup>TH</sup> JULY 2024) (PAPER REF IOPC 09/24/04)**

The Board considered the minutes of the last meeting and proposed amendment to item 8 to specify approval of the Resources report.

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 09/24/05)**

The Board considered the action log and received updates on matters arising from the last/previous meetings. It noted the completed actions and briefly discussed the matters pending under actions 17, 20 and 23 (dealing with progress on the Board development work, meeting with Suzanne Jacob (NED), and the governance tracker. It noted that these actions were in progress to be finalised soon and update the Board. Action 22 (the new operating model) was being addressed under item 12.

**Agreed:** To note the document.

**6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 09/24/06)**

The Director General noted the report circulated before the meeting and welcomed views in the areas reflected. She briefly highlighted the following:

- External stakeholders – The variety of meetings attended with stakeholders discussing wide ranging matters including trust in policing, performance, the Director General's vision for the IOPC, senior management review, the transformation programme and case for better funding. Also, the positive feedback received on areas such as the IOPC's prompt response to the Greater Manchester Airport incident and preparation for the upcoming trial on the use of force against Chris Kaba.
- Public Affairs work – The Director General noted the letter sent (jointly with the Police Chiefs) to the Home Office on legislative reform to enable speedier response to policing matters.

- Senior Management Review – This had continued to progress under the transformation programme (a key focus for the executive team). Consultation had been ongoing with several cohorts of staff who were commended for their professionalism during this challenging period. The Director General also noted the extensive work to be done under the transformation programme and encouraged Board input (under item 12) to ensure that the right operational plan is developed for the organisation.
- External challenges faced included call for broader investigations (outside IOPC remit).
- Campaign launched on Violence Against Women and Girls (VAWG) – The materials were now available on the website.
- Stalking Super-complaint – The report of the joint investigation (led by the IOPC) was being published later in the month.
- Pay Remit – A meeting of the People and Culture Committee was convened (at short notice) to discuss and agree the pay remit. This was reported under item 16 (below).
- Governance Working Group (GWG) had continued to meet and would be meeting later that afternoon. The deliverables were progressing, and recommendations envisaged for the October Board meeting.

The Board discussed:

- the importance of developing baseline and setting benchmarks on cut. It noted that this was part of the transformation negotiation/discussion with the Home Office. It commended the IOPC's exemplary response to the Greater Manchester Airport incident and recommended identifying lessons to inform the transformation work.
- the legislative constraints around victim support and recommended coordination and collaboration with others (such as the Ministry of Justice). This could be augmented by the use of Artificial Intelligence (AI) and other helpline services.

The Board was informed of the work being with victims focussing on the Abuse of Position for Sexual Purpose (APSP). It agreed this could be broadened and recommended that the Quality Committee consider the work on victim support (as part of service user engagement work) to ensure consistency of approach. It also recommended that the Audit and Risk Assurance Committee (ARAC) consider the risk perspective and undertake deep dive where necessary. **(ACTION)**

The Board welcomed the recently implemented hybrid working and briefly discussed the spending review. It noted that more work was being done to strengthen the narratives around the spending review. It also discussed and recommended more succinct reporting and prioritising transformation on the agenda going forward. It unanimously agreed that the Board had ultimate responsibility for transformation governance and agreed to revisit the role of committees in providing closer scrutiny in this area to ensure timely delivery of the work. **(ACTION)**

**Agreed:**

- To note the report and thank the Director General.
- That transformation would be prioritised on the agenda going forward.

## **ACTION: DIRECTOR OF TRANSFORMATION**

### **7. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 09/24/07)**

The Director of Finance and Corporate Services noted the report circulated before the meeting (with information to the end of July) and briefly recalled that the financial year began with a planned deficit. The Home Office providing an additional £5m which was largely allocated at the July Board meeting, leaving a £1.19m underspend.

Since then, the Government announced a 5% pay rise (compared to the 3% we had planned for) which has had a £760k impact on this year's budget. The Management Board discussed and agreed to absorb the pay rise and spend the remainder on our priorities. In view of this, it was recommended that the Unitary Board agree the revised budget (noted in Annex C) and the additional investment (noted in Annex D).

It was also noted that there was some misalignment in the communications between the Director General and the Permanent Secretary (Home Office). This had been clarified between the respective teams and the Home Office had clarity of our intentions to spend the full funding on the priorities identified.

**Agreed:** To note the results reported and endorse the recommendations in the report.

### **8. QUARTERLY PERFORMANCE REPORT (PAPER REF: IOPC 09/24/08)**

The Board noted that the quarterly report (April-June) had been circulated (out of meeting) following the July Board meeting as there was no Board meeting in August. The report was recirculated as part of the September meeting documents. The headline report under item 9 (below) had now superseded the quarterly report.

**Agreed:** To note the report.

### **9. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 09/24/09)**

The Board considered the headline report (for July) and noted as follows:

- Investigations – Performance (in 12-month target cases) YTD was 82% (against 85% target). This was due to a variety of reasons including less FTEs than the preceding year. Active caseload for core independent investigations stood at 242 (of which 19% were over 12 months old). The number of investigations (over 12m old) had increased (from 33 to 47) by 42% since the end of last FY. The 6 months target was however performing well at 44-45% (against 33% target) and lessons were being learnt for improvement to the 12-month cases. The impact of the Improving Operational Delivery (IOD) programme should become evident by Q3 and impact performance on active caseload.
- National operations/Reviews – backlog had decreased but demand had continued to increase (182 received in July). Completions had also increased (193 completed in July – this was higher than the start of the financial year). More trained casework managers were expected to join.
- Reviews timeliness had increased to 121 Working Days (in July). Performance in June and July improved from April/May. This was being closely monitored for impact.

The Board welcomed the report which highlighted the importance and urgency of implementing the transformation programme to change the way of working and become more agile. It noted areas where progress had already been made.

**Agreed:** To note the report.

#### **10. RISK REPORTS/STRATEGIC RISK REGISTER (PAPER REF: IOPC 09/24/10)**

The Director of Finance & Corporate Services presented the Strategic Risk Register, noting Management Board discussion on the risk position and the ongoing work to restructure the strategic risks further. He recommended that the meeting agree the revised risk appetite statement (noting revision to the risks around change and legal respectively).

The Board commended the work and briefly discussed the importance of embedding in a variety of ways to address the perception of being risk averse. It recommended further discussion on the impact on leadership, decision-making and culture change etc to ensure effective implementation. It also recommended prioritising and focussing on risks where the IOPC could affect meaningful change.

The Board briefly discussed the merits (and limits) of IT solutions on culture change. It was informed that the organisation was alive to the challenges in this area and a new digital and data strategy was being developed to address them. It noted examples of the work done by the Data Governance team as part of addressing the challenges.

**Agreed:** To endorse the risk position noted in the report and the updated risk appetite statement.

#### **11. HEAD OF SPONSORSHIP UNIT (HoSU) (HOME OFFICE) – VERBAL UPDATE**

The Head of Police Integrity Unit (representing the HoSU) briefly updated the Board on proposed improvement on policing and related areas.

#### **12. TRANSFORMATION PROGRAMME (PAPER REF: IOPC 09/24/12)**

The Chair introduced the item (and invited comments) noting the bold ambitions set out in the delivery of transformation, departure from the status quo and meeting the needs of service users. She acknowledged that colleagues were under pressure but the transformation was imperative for efficient delivery and improving output/outcomes for service users. She also noted that the targets set in areas such as investigation were hypothetical and subject to validity test in order to design a cheaper, quicker and high quality investigation/service for users.

The Director of Transformation briefly informed that things were moving at pace and briefly noted as follows:

- progress since July, including the work on Senior Management Review (SMR), ongoing staff engagement and the operating model being developed with consultants (Cap Gemini). Improvements were becoming evident in areas such

as transcription and new report writing template implemented. Other bodies were also keen to collaborate/partner and share experience in key areas, and the use of Artificial Intelligence (AI) is being tested.

- Ambitions for the programme (noted in slide 4) were set around 3 broad areas i.e. focussing on work that matters, working smarter/reducing cost and delivering better outcomes to users and engaging/influencing others for improvements.

The Board commended the clarity, focus (and brevity) of the ambitions set. It noted that this sets directions which could be replicated in other areas. It was assured by how the ambitions were being tested.

The Board discussed and agreed that the work being done by Cap Gemini should provide the opportunity to consider the 'look and feel' of the organisation following transformation. It recommended that Cap Gemini appear before the Board to present its work (with opportunity for Q&A and discussion on timeliness (for internal work) to better understand the challenges faced by the organisation and how these were being addressed.

The Board recommended:

- making explicit reference (possibly captured in slides 4 and 8) to groups with very low confidence in policing and develop benchmarks around this for possible benefits to all groups. It agreed that this required proportionality given that not all groups would require similar level of support. It agreed that this would fall under the ambition category of 'work on things that matter'.
- identifying key external services which might be beneficial to the IOPC. It also recommended developing long-term planning around system delay and identify barriers within the system, and timelines to measure progress in key areas of actions/implementation.

The Board noted that the ambitions were currently focussed on aspect of the police complaints system delivered by the IOPC and agreed this should not lose sight of the regulatory ambitions for the aspect of IOPC oversight of the overall system aimed at delivering for all.

**Next Steps** - The Director of Transformation noted the next steps including confirmation of the revised structure for directors and envisaged moving to the new structure by January, working with Cap Gemini to shape the model and launching the programme internally with comms and engagement.

The Board welcomed the enthusiasm around transformation. It acknowledged the impact on staff morale and welcomed the opportunity for NEDs support to assist in the process. It noted the ongoing work on engagement plans and the imminent arrival of a new Head of Comms. It recommended purposeful engagement.

The Chair thanked the Board for the input and providing the confidence to proceed with the ambitions.

**Agreed:** To commend the work done and endorse the ambitions.

**13. REPORT FROM MEETING OF THE QUALITY COMMITTEE HELD TUESDAY 25<sup>TH</sup> JUNE 2024 (PAPER REF: IOPC 09/24/13)**

The Board noted the meeting of the Quality Committee held on Tuesday 25<sup>th</sup> June 2024 and the minutes circulated before the Board meeting. A verbal report was provided to the July Board meeting and the Committee Chair briefly recalled key areas of discussion such as consistency and compliance, embedding learning/improvement, addressing capacity/recruitment challenges, defining the service user and developing a broader definition of quality. Discussion is ongoing on the definition of quality with conclusion envisaged at the next Committee meeting in November.

**Agreed:** To note the report.

**14. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD TUESDAY 2<sup>ND</sup> JULY 2024 (PAPER REF: IOPC 09/24/14)**

The Board noted the meeting of the PCC held on Tuesday 2<sup>nd</sup> July 2024 and the minutes circulated before the Board meeting. A verbal report was provided to the July Board meeting noting the primary focus on transformation.

**Agreed:** To note the report.

**15. REPORT FROM MEETING OF THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) HELD THURSDAY 4<sup>TH</sup> JULY 2024 (PAPER REF: IOPC 09/24/15)**

The Board noted the meeting of the ARAC held on Thursday 4<sup>th</sup> July 2024 and the minutes circulated before Board meeting. Verbal report was provided to the July Board meeting. The Committee Chair briefly highlighted the following.

- She commended the Director of Finance and Corporate Services for working with the finance team which had significantly improved reporting and noted that the direction was encouraging. The committee papers were now more succinct and focussed on key issues. Also, a proportional approach to risks was being adopted as reflected in the discussion under item 10 (above).
- She noted the positive/improved working relationship with the GIAA which acknowledged the improvement made and the organisation and was now in a better place.

**ARAC Membership** - The Chair thanked the Board and recalled the temporary appointment of Rommel Moseley as a member of the ARAC. She informed that Suzanne Jacob had agreed to replace Rommel (effective immediately) as a member of ARAC.

**Agreed:**

- To note the report.
- To appoint Suzanne Jacob as a member of ARAC. **(ACTION)**

**16. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD WEDNESDAY 28<sup>TH</sup> AUGUST 2024 -VERBAL**

The Board noted the meeting of the PCC held on Wednesday 28<sup>th</sup> August 2024. The minutes would be circulated in due course. The Committee Chair noted that the meeting was convened solely to discuss the pay remit. The Committee noted the complexity faced from the desire to ensure that colleagues on lower pay scale received the maximum award possible. It also noted the complexity of the independent benchmarking assessment and recommended simplification given the size of the organisation. After careful consideration, the Committee concluded that the equitable approach would be to award a flat rate for all colleagues. It also considered and welcomed the Equality Impact Assessment (EIA) conducted.

Agreed: To note the report.

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

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**18. FORWARD PLAN (PAPER REF IOPC 09/24/18)**

The Board considered its Forward Plan. 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 February 2025 meeting was discussed to be rescheduled to 12<sup>th</sup> February. It agreed that further consultations would be held to confirm the date. **(ACTION)**

The Board noted the arrangements for the October meeting to be held in Warrington, including the proposed agenda starting at 9.00 with a visit to the archives followed by meeting/presentations and concluding with staff engagement similar to those held in Wales in February. Details would be provided in due course.

**Agreed:** To note the report.

**19. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 09/24/19)**

The Board considered the meeting dates/venues for 2024/25. It noted that future dates were being prepared and would be circulated in due course.

**Agreed:** To note the document.

**ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE**

**20. ANY OTHER BUSINESS**

The Board briefly discussed the appointment of additional NEDs and noted that the matter was pending.

**21. MEETING REFLECTION**


Christine Elliott led the Board reflection. She welcomed the discussion on exploring the volume of meeting papers, recognising the challenge inherent in conveying



complex information succinctly. She commended the fresh perspective (brought to the conversation) by newer Board members.

Christine welcomed the 'seeking' nature of the meeting with discussions on key topics which would be the determinant of future IOPC performance. She had been encouraged and assured by the level and pace of progress made in the transformation programme and commended the drive of members working together to contribute to the radical change which is now looking like transformation. She welcomed the feedback from the Home Office which had improved the Board's understanding of developments in policing.

The Chair informed that the Governance Working Group would be meeting later in the day. She thanked the board for its contribution and looked forward to the next meeting in October in Warrington.

<b>NAME</b>	Rachel Watson
<b>SIGNATURE</b>	
<b>DATE</b>	23 October 2024