



Terms of Reference – Performance and Finance Committee

Purpose

The Performance and Finance Committee supports the Unitary Board in oversight of our financial planning and performance as well as our performance across investigations, oversight and casework. It seeks assurance that the IOPC's work is undertaken in line with statutory requirements, corporate strategy and best practice for Arms' Length Bodies.

Membership

- The committee shall comprise of five members with non-executive directors in the majority.
- Members of the committee shall be appointed by the Unitary Board on nomination of the Board Chair.

The following are members:

- Julia Mulligan (Chair)
- Christine Elliott
- Clive Quantrill
- David Cryer (Director of Finance & Corporate Resources)
- Steve Noonan (Deputy Director General, Investigations, Oversight & Casework)

Responsibilities

- Oversee the development of the annual budgeting process and make recommendations regarding budget to Unitary Board.
- Oversee financial management and performance against budget in line with our enabling strategies and policies for example through scrutiny of routine reporting on behalf of Unitary Board.
- Seek assurance that the work of the IOPC adheres to Government Functional Standard 006 on Finance.

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- Monitor medium term financial planning and targets, providing advice and recommendations to Unitary Board as necessary.
- Oversee progress against cross organisational Key Performance Indicators, considering value for money in the financial outlay to achieve them.
- Monitoring our operational performance in casework and investigations
- Oversee operational improvement plans including monitoring progress towards increased proportionality.
- Monitor the impact our performance on public confidence.
- Seek assurance that the work of the IOPC adheres to requirements set out in Managing Public Money and make recommendations to the Unitary Board and the Accounting Officer as appropriate.
- Provide routine reporting to Unitary Board on the work undertaken on its behalf.

Quorum

The quorum will be 3 members, which must include a majority of non-executive directors.

How the Group will dispense its duties

1. The Committee shall carry out its responsibilities in accordance with the IOPC's values, policies and Decision Making Framework / Scheme of Delegation.
2. All members shall share collective responsibility in discussions and decisions and be accountable as a Committee.
3. The Group shall conduct its business transparently.
4. Members shall operate collectively as a 'high challenge, high support' Committee.

Meetings and Attendance

4. The Committee shall meet six times each year.
5. Meetings may be held virtually or in person, at the Chair's discretion.
6. Additional meetings may be convened as deemed necessary or as requested by Committee members or Unitary Board.

Agendas and Minutes of Meetings

7. Meeting agendas shall be agreed by the Chair and be informed by the responsibilities set out above and any further direction from Unitary Board.
8. The agenda and papers shall be circulated at least five days before the meeting.
9. The Governance team shall minute the proceedings, decisions and actions of all meetings, including recording the names of those present and in attendance.

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10. Meeting minutes will be reviewed for accuracy and approval sought at the next meeting. All papers and minutes shall be stored on SharePoint, with appropriate access permissions in place.

This ToR should be read in conjunction with the IOPC Standing Orders and Decision Making Framework.

September 2025

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