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Board Meeting Minutes

Date & Time: Wednesday 19th March 2025 at 10:30hrs

Venue: Canary Wharf Room 2.10

Members Present:

Kathie Cashell	Deputy DG, Strategy, Engagement & Communications
David Cryer	Director of Finance and Corporate Resources
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Senior Independent Director
Steve Noonan	Deputy DG Investigations, Oversight & Casework
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

In Attendance:

Katie Aston	Strategy and Planning Manager (Item 8)
Rob Barnes	Director of Transformation (Items 8 & 13)
Margaret Bruce	Governance Advisor
David Emery	General Counsel
Jodie Gibson	Head of Sponsorship Unit (Home Office)
Marie Morrissey	Head of Governance
Misha Upadhyaya	Chief of Staff

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. DECLARATION OF INTERESTS

Julia Mulligan declared interest as Chair of the Gangmaster and Labour Abuse Authority (GLAA).

4. MINUTES OF BOARD MEETINGS

a. (HELD WEDNESDAY 22ND JANUARY 2025) (PAPER REF IOPC 03/25/04A)

b. (HELD WEDNESDAY 12TH FEBRUARY 2025) (PAPER REF IOPC 03/25/04B)

The Board considered the minutes of the January and February meetings respectively. It agreed to approve them as a reflection of the meeting discussions, to be signed by the Chair and published.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 03/25/05)

The Board considered the pending actions including the review of the strategic plan (in progress with update provided under item 8 below) and the stakeholder feedback (being followed up by Julia Mulligan). It noted the challenges around organising the session (on delivery models) for NEDs and agreed that individual sessions would appear to be more feasible. The Board meeting proposed for the Sale Office was discussed under item 17 below.

Agreed: To note the document.

6. REFLECTIONS ON BOARD EFFECTIVENESS AWAY DAY (12TH MARCH 2025) - VERBAL

The Board briefly reflected on the recent Board Effectiveness Away Day held on Wednesday 12th March. It commended the well-structured (and ambitious) agenda and good/sensitive facilitators. It noted the key areas of discussion and the positive effect such as better understanding of individual colleagues and improving working relationship. Also, improved understanding of the organisation and related complexity.

The Board considered what could be done differently (consequent to the Away Day) and shaping Board sessions going forward. It noted the ongoing Management Board discussion to be presented to the Unitary Board in due course. It recalled the agreement to hold two Away Days per year and noted that the next would be scheduled in September 2025. **(ACTION)**

ACTION: HEAD OF GOVERNANCE

7. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 03/25/07)

The Director General noted the report circulated before the meeting and invited comments. She touched on the transformation (discussed below), the critical phase for the organisation and updated on some cases whilst emphasising the essence of transformation (to improve standards, maximise productivity/ensuring value for the taxpayer). She noted the recently launched national model which was now reaping dividends (albeit with some challenges) such as the result of the direct engagement work being done by Directors of Engagement which had enabled faster exchange of information and problem solving at the right level. The following were also highlighted:

- Government Relations – noting the continuing/positive engagement with officials and strengthening oversight in areas such as Police Accountability Reviews and the legislation around referrals of chief officers.
- People Matters – recent commencement of Phase 3 of the staff restructure, the notification from the Public and Commercial Services (PCS) Union on possible strike action and the planned IOPC response (including mediation by ACAS). Also, the concerns presented by the ENABLE Network on improving the process for making reasonable adjustments for colleagues living with disability.
- Governance – the revised governance model including establishing six new Assurance Groups (with agreed Terms of Reference) to improve/streamline decision making. The Groups had begun to meet, reporting to Management Board and escalating matters as necessary. The Groups' effectiveness would be reviewed in nine months.
- Progress on the Director General's objectives. Also, the Director General's activities since the last meeting.

The Board considered the PCS issues, the related risks (and the possibility of seeking Home Office assistance/support). It noted the approach adopted by others (in similar situations) and proposed options (including collaboration with others and having honest/open dialogue with colleagues) to mitigate and address the issues.

The Board discussed some of the cases and the related quality assurance to ensure getting it right the first time. It noted the move towards new processes to address challenges and provide assurance. It welcomed the changes made to address gaps in governance and the results. It noted that the process was ongoing so further changes could be identified and addressed as necessary.

The Board also discussed the impact of disconnection between fact and perception on public confidence in policing. It agreed this needed to be addressed (for example through identifying high profile cases likely to impact on reputation) and ensure the right people were involved and special processes were applied for effectiveness.

Agreed: To note the report

8. BUSINESS PLAN AND KPIs (PAPER REF: IOPC 03/25/08)

The Board considered the draft Business Plan for 2025/26 Financial Year, noting priorities and confidence in deliverability. It noted the position following the final funding settlement, additional decisions required to balance the budget for 2025/26 and implementation of the Fairfield recommendations. The pending recommendations would be implemented in the 2025-2027 FYs. Detailed report

would be presented to the Home Affairs Select Committee (HASC) later in March as part of a Public Affairs engagement communication.

The Board noted the work done to date to progress the Business Planning, actions from the Management Board meeting held in December 2024 and the Unitary Board meeting held in January 2025. This included sharing a delivery plan for teams to update on their activities and holding intensive workshops on the Delivery Models to understand/discuss the work to be delivered and the effect on capacity across the business. Also, adjusting risks in certain areas to balance the budget.

In essence, work was progressing to timeline but there was discussion on the challenges highlighted (and to be addressed) around investment and capacity and the impact on performance for the next Financial Year. The Board commended the progress, clear direction and assurance provided. It discussed accountability for delivery and agreed there was more work to be done with the structure providing clearly defined roles and the newly established assurance groups providing support including increased delegation and strengthening leadership to improve accountability.

The Board recommended reflecting quality in the document and more emphasis on organisational (rather than Director General) objectives to encourage staff 'buy in' and translating to delivery, encouraging culture shift and personal accountabilities. It also recommended that scrutiny be applied holistically (to both operations and back office functions and how they are resourced), noting the recent restructuring of the People Directorate and other ongoing/planned restructuring.

The Board discussed Artificial Intelligence (AI) readiness (and related concerns). It noted the pilot work being done with Cap Gemini and the ability to fund any changes. Update would be provided to a future meeting. It noted similar work being done by other organisations to improve performance and effectiveness. The Board **agreed**:

- To note and endorse the budget position. It agreed the priorities for budget allocation and an acceptable level of risk.
- To note the high-level deliverables with the risk and issues identified.
- To note the next steps and the mitigations.

9. BOARD/COMMITTEE MEMBERSHIP AND ESTABLISHING A NEW COMMITTEE (PAPER REF: IOPC 03/25/09)

The Board considered its composition, the recent changes in senior leadership roles and impact on the executive Board membership. It **agreed** to appoint three executive members (Kathie Cashell, Steve Noonan and David Cryer), bringing the total Board membership to nine comprising five None-executives and four executive members (including the Director General).

The Board also considered and reviewed committee membership. It adopted the recommendation of the Governance Working Group (which presented its report to the March meeting) and agreed to formally constitute a new Finance and Performance

Committee. It approved the related Terms of Reference. This brought the total number of committees to four (as below).

- Audit and Risk Assurance Committee (ARAC) (Members: Clive Quantrill (Chair) Christine Elliott, Suzanne Jacob)
- Quality Committee (Members: Rommel Moseley (Chair), Suzanne Jacob, Julia Mulligan), Kathie Cashell, Steve Noonan
- People and Culture Committee (Members: Christine Elliott (Chair), Rommel Moseley, Julia Mulligan)
- Finance and Performance Committee (Members: Julia Mulligan (Chair), Christine Elliott, Clive Quantrill)

The Board supported the membership review and the additional committee, noting that working through committees provided greater scrutiny. It encouraged maximising committee times to enable more robust discussion (on other issues) at Board meetings. It also recommended a bi-annual meetings of committee chairs to address any gaps and avoid duplication. Discussion on the frequency of Board meetings would be held in the summer.

The Board considered (and supported) the Non-Executive Directors (NEDs) engagement plan aimed at increasing Board visibility. It recalled the previous discussion to hold a Board meeting in Sale and noted the variety of proposed engagement in the plan. It recommended reflecting external engagement events. To maximise staff engagement time, it agreed to continue to hold Board meetings in Canary Wharf whilst holding dedicated staff engagement sessions in regional offices. It also agreed to review the engagement plan from time to time.

The Board noted the next steps including sharing the new/revised Board/Committee membership (and the new Committee Terms of Reference) with staff, updating the Home Office Sponsorship Unit (HoSU) and implementing the engagement plan (following discussion with non-executive members).

Agreed:

- To appoint the three executive members (Kathie Cashell, David Cryer and Steve Noonan)
- To establish the Finance and Performance Committee
- To endorse the recommendations on the membership/chairs of the committees' membership.
- To approve the NEDs engagement plan which would be reviewed from time to time.

10. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 03/25/10)

The Board considered and commended the improved performance report. It was noted that more work was needed to improve the quality of the insight written into the report, and the impact of management action on the forecasts, which currently only exists for Casework. The Board noted as follows:

- Referrals - Average duration had continued to increase and exceeded target. Year To Date performance had remained at around 8 Working Days. Active caseload

should reduce in the coming months as new starters gain experience in the coming months.

- Reviews – was positive as more cases were being closed. The average duration had continued to increase and exceeded target. The recent cohort of new staff had increased productivity and last month saw the highest productivity levels since March 2024. Active workload had increased by 28% since the beginning of the Financial Year and demand was expected to increase by 12% at the end of the Financial Year.
- Death and Serious Injury (DSI) Reviews - The trial to develop a small team dedicated to DSI Reviews had shown positive results with a 97% increase in the number completed this month compared with Dec 2024. The Average completion time had also improved by 26% for the same period - the best monthly performance since July 2024. Demand was expected to increase by 17% at the end of this Financial Year.
- Timeliness was likely to remain a challenge for the foreseeable future (given the challenges this year) but transformation and recruitment plans implemented as the year progresses should help to address this.

The Board welcomed the improved report. It also commended the numbers on historical performance. It noted the recovery plan on the 12 month performance and enquired about the impact of the recently reviewed structure and any systemic issues affecting investigators. It considered specific areas to be addressed on the recovery plan. It noted that, to date, 17% more complaints had been opened in the more difficult to resolve cases.

The Board discussed timeliness and noted the increase in complex cases (such as those under Article 2) and challenges which were outside IOPC control. It noted the changing complexity and the trend now being monitored under the recovery plan (which was regularly reviewed) to ensure suitability, relevance and fitness of purpose. Discussion had been held with the Home Office to review the end-to-end of the process and identify/address barriers to timeliness. Also, the need to develop stakeholders' understanding of the challenges outside IOPC control. The IOPC was now able to gather evidence in those areas to assist with addressing the challenges/barriers to timeliness as appropriate.

The Board agreed there was a need for a fundamental cultural shift and developing a new mindset on a new way of working. It noted steps being taken to improve collaboration between (for example, operations and performance) colleagues to enable better insight and generate more information.

The Board discussed the impact of strike action on performance and delivery and noted the ongoing Management Board discussion on the work in progress (under the new Case Management System) to improve measuring productivity. It recommended a link between forecast and organisational planning. Also, identifying the specifics needed to reverse the declining performance, reflecting people measures in the KPIs (such as sickness absence, diversity and staff turnover) – these were areas for the People and Culture Committee, but it was recommended that they should be reflected in the Board report.

Agreed: to note the report.

11. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 03/25/11)

The Board considered the report on financial results at the end of January 2025. It noted the forecast of £71.34m reported (to the Home Office) at the beginning of

February. There was £1.94m underspend against the budget (£73.28m). It also reported a capital forecast of £1.44m (with £0.21m underspend against £1.65m budget).

The Board noted that timing and cost of staff exits were the most significant risk impacting the next Financial Year (2025/26) (with £0.69m forecast in March 2025). It also noted the provisional budget for 2025/26 received (£71.01m for resource expenditure and £22.24m for Capital funding). The budget pressures and proposed funding allocations had been reflected in the business plan (under item 8). The final funding allocations would be agreed by Management Board at its March meeting.

Agreed: To note the report.

12. HILLSBOROUGH – NEW PLAN FOR 2025/26 (PAPER REF: IOPC 03/25/12)

The Board was updated on progress around the work aimed at developing/agreeing a new plan for the remaining work on the IOPC Hillsborough investigation. It noted the background of the work done and the significant work outstanding. A new approach/plan was being developed in response to stakeholders' feedback.

It noted the recent letters sent to stakeholders in support of the duty of candour law and the positive response received. Also, the concerns/challenges around balancing transparency and providing full information (and the need to avoid reintroducing old narratives) and how these were being addressed. It commended the IOPC emphasis on 'family first' principle.

The Board discussed a variety of ways to address the pending/related matters including engagement with the Information Commissioner's Office (ICO) (and the Cabinet Office) on the documents and applicability of exemptions under the FOI legislation. It emphasised the importance of reflecting stakeholders' voice/influence in the process.

The Board also discussed the expertise developed from the work, learning, records management, archiving, communications and engagement, etc., and how these were being managed.

Agreed: To note the report and commend colleagues' commitment to the work being done.

13. TRANSFORMATION PROGRAMME – UPDATE (PAPER REF: IOPC 03/25/13)

The Board welcomed the newly recruited transformation programme manager and was updated on progress with the programme including the continued management of the delivery of in-flight projects (Tranche 1). It noted the intensive workshops being conducted across different parts of the business to understand the implications of the delivery model and the improvements made on areas such as performance management and the stakeholder management system etc. Also, the delivery risks (following the move to the new Senior Management Structure in January, alongside completion of delivery models) and noted that this had been discussed under the strategic risk register.

The Board also noted the critical path of work being undertaken (including the Improving Operational Delivery (IOD) and the National Operations Turnaround Plan

(NOTP) towards transition to Tranche 2 of the programme to implement the Future Operating Model being developed with the support of Cap Gemini (independent consultants). Other projects in progress were also noted in the report Annex. The organisation was now in a position to develop a workforce plan and identify the resources/skills set needed.

Noting that some of the work was ongoing (and for investment purposes), the Board recommended identifying timeline for implementing Tranche 1, articulating the benefits realised and lessons learned. It was explained that a library of lessons learned were being developed going forward and some of the results would become evident under Tranche 2. Examples of the benefits realised would be presented to a future meeting.

Agreed: To note the progress made by the programme to date and the critical path.

14. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING HELD WEDNESDAY 29TH JANUARY 2025 – (PAPER REF: IOPC 03/25/14)

The Board noted the ARAC meeting held on Wednesday 29th January 2025. The minutes were circulated before the meeting. The Committee Chair provided a verbal report at the last meeting, noting matters considered including cyber risks and other strategic risks.

Agreed: To note the report.

15. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD TUESDAY 4TH FEBRUARY 2025 – (PAPER REF: IOPC 03/25/15)

The Board noted the People and Culture Committee meeting held on Tuesday 4th February 2025. The minutes were circulated before the meeting. The Committee Chair provided a verbal report of the discussion at the last meeting, noting matters such as staff survey, refreshing IOPC values and consideration of people KPIs.

Agreed: To note the report.

16. REPORT FROM THE QUALITY COMMITTEE MEETING HELD WEDNESDAY 26TH FEBRUARY 2025 – (PAPER REF: IOPC 03/25/16)

The Board noted the meeting of the Quality Committee held on Wednesday 26th February 2025. The minutes were circulated before the Board meeting. The Committee Chair noted the areas of discussion such as the reduction in silos, quality and transformation work, the first annual quality report, reviewing the operations manual (as a single source of truth), service user experience and involvement in quality. The Board also noted the extensive deep dive conducted on two cases dealing with discrimination (around adultification, strip searching and use of force).

Agreed: to note the report.

17. BOARD MEETING ATTENDANCE (PAPER REF: IOPC 03/25/17)

The Board considered the document presented. It agreed to have further discussion (in the summer) on the frequency of future Board meetings. It noted the agreement to hold the next Away Day in September (date to be confirmed). **(ACTION)**

ACTION: HEAD OF GOVERNANCE

18. FORWARD PLAN (PAPER REF: IOPC 03/25/18)

The Board considered the Forward Plan (2025-2027). The document aimed to ensure 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.

19. DATES, TIMES/VENUE OF FUTURE MEETINGS (PAPER REF: IOPC 03/25/19)

The Board recalled the earlier discussion (under item 9) on NEDs engagement and discussed the need to maximise staff engagement. In view of this, it agreed that Board meetings would continue to be held at Canary Wharf whilst holding dedicated staff engagements at regional offices.

Agreed: To note the document.

ACTION: HEAD OF GOVERNANCE


20. ANY OTHER BUSINESS

The Board thanked Margaret Bruce (Governance Advisor) who was attending her last Board meeting but will continue to attend the meetings of the committees. Marie Morrissey (Head of Governance) will continue to support/attend (and take the minutes of) Board meetings.

21. MEETING REFLECTION

Rommel Moseley led the Board reflection, noting the recently held Away Day which touched on a variety of areas including the general consensus on building closer working relationship. Also, the discussion on the good approaches being adopted under the business plan and the recurring theme on the need for culture shift. The Board welcomed the discussion around NEDs engagement and increasing visibility, the progress update on transformation, the empathy for victims' families on Hillsborough, whilst recognising there was more work to be done.

The Chair thanked the Board and closed the meeting.

NAME	Rachel Watson
SIGNATURE	
DATE	2 June 2025

Schedule of Action

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Agenda Item	Responsibility
Item 6	Head of Governance