

Unitary Board

Minutes

Date & Time: Wednesday 09 July at 10:30hrs

Venue: Canary Wharf Room 2.10

Members Present

Kathie Cashell	Deputy Director General, Strategy, Engagement and 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 Director General, Investigations, Oversight & Casework
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair
Jodie Gibson	Head of Home Office Sponsorship Unit

In Attendance

Rob Barnes	Director of Transformation
David Emery	General Counsel

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.

3. DECLARATION OF INTERESTS

Julia Mulligan informed the Board that she holds the position of Chair of the GLAA.

4. MINUTES OF THE LAST MEETING HELD ON 11 JUNE 2025

The Board considered the minutes of the last meeting held on 11 June 2025. It agreed to approve them as an accurate record of the meeting to be signed by the Chair and published.

5. MATTERS ARISING/ACTION LOG

The Board reviewed and provided updates for the outstanding actions, and the following was noted: -

- The Staff Survey results have been uploaded and are accessible to all staff and Non-Executives on The Hub. The Chair confirmed that the action to share staff survey results with NEDs was now closed.

6. DIRECTOR GENERAL UPDATE

The Director General spoke to her circulated report. The Board discussed and noted the following:

- A letter of complaint had been received about an all-staff call held by Management Board members, Julia Mulligan had considered the complaint and provided a full response and did not uphold it.
- PCS informed the IOPC that the latest offer has been rejected, and a conciliation meeting is scheduled for 11th July.
- Phase 2 of the Transformation Programme has launched this week, this is being carried out through a series of 2 weeks of in-person office engagement sessions, these are supported by the new Senior Leadership Forum and Management Board members. There has been encouraging feedback and considerable enthusiasm throughout these sessions.
- There will be a new IOPC Value Awards held in the Autumn to celebrate the achievements of colleagues.
- On 30th June the Director General, Ops Manager Steve Bimson and Transformation colleague Sascha Kiess met with the College of Policing's Executive leadership programme. This programme was previously known as the Strategic Command Course and prepares select police officers for chief officer roles. During this meeting a presentation was provided outlining the IOPC's role, included time to workshop the IOPC's Transformation Programme outcomes. This session was an important mechanism to engage and build relationships with the future leadership across policing.
- There has been extensive media coverage of the Child Q case, the IOPC presented this case to the panel on behalf of the MPS and outlined the facts of the case. Gross misconduct was proven for two officers resulting in dismissal and misconduct was found for the third officer.

The Director General expressed that budgets remain an ongoing challenge. Although the Spending Review has now been completed, the Home Office will be making difficult decisions about 26/27 in the face of a reduced non-policing settlement and IOPC continues to engage with HO colleagues to press our case.

It was agreed to move the Unitary Board meetings to a bi-monthly cycle with a view of starting in September, this enables more time and space for Non-Executive Directors (NEDs) to undertake their committee roles and engagement with the wider organisation through the engagement plan

which has been circulated.

Following the decision to withdraw gross misconduct proceedings for former Met officer Steve Rodhouse, the Metropolitan Police and the IOPC have written a joint letter to the Minister for Policing and Crime outlining organisational learning for both organisations.

The Board were updated that David Cryer will lead the People and Change function and that we are currently in the process of recruiting a new Director of People and Change. We will aim to include a Non-Executive Director (NED) on the interview panel.

Actions: -

- Circulate a copy of the joint letter sent to the Minister to NEDs
- Consideration for a Non-Executive Director (NED) to be on the interview panel for the Director of People and Change.

7. HEADLINE RESOURCES REPORT

The Director of Finance and Corporate Resources spoke to the circulated paper: -

- The year-to-date resource cash expenditure against profiled budget for May reports an underspend of £0.41m, 5%. The underspend is re-phased later in the year and is not expected to impact the full year forecast.
- The table in Annex C lists current overspend risks of £1.01m compared to the risks identified at budget setting of £2.15m. This risk assessment is informed by budget holder updates gathered in May. The table also includes new emerging risks and opportunities totalling £0.80m. The estimated net risk of overspend against the budget is £1.81m.

A discussion took place concerning the expenses associated with Hillsborough. A Board member inquired whether this had been evaluated from a value-for-money perspective, given that it represents a significant amount of money, while still acknowledging the importance of the work.

There is ongoing work to manage stakeholder relationships with discussions aimed at reducing the budget and continued engagement with the Head of Data and Information, the National Archives, and the Home Office to explore potential amendments to the archiving timeline and to investigate any technological tools that may assist this process. A 400-page summary report on Hillsborough is being prepared and is scheduled for publication this year.

The Board discussed the existing delays concerning exits, and a proposal was put forth for the IOPC to engage and collaborate with other organisations experiencing similar delays. This matter could then be escalated to the Cabinet Office to prompt a review of the process.

All Arm's Length Bodies will be asked to model the impact of significant spending cuts over the spending review period, although the timing of this request was not made clear.

8. HEADLINE PERFORMANCE REPORT

The Director of Finance and Corporate Resources provided a detailed explanation of the circulated paper including the process of how cases come to the IOPC and the workings of the report and how it is measured.

The Deputy Director General Investigations, Oversight & Casework spoke to the circulated paper:

- The referrals (Assessment Unit) report will move to a rolling average across the metrics from April next year.
- It was noted that the number of open referrals is showing just under the target for this quarter however there is ongoing work with the assessment unit to upskill the junior investigative workforce.
- Casework has closed more reviews than it has received, and the report indicates that in June, it closed 68 more reviews than it received.
- Since August 2024, the active cases that the IOPC hold were down to under 1,300.

In light of the upcoming review of recruitment processes, fixed-term positions are transitioning to permanent roles. Additionally, work is currently underway on the recovery plan to address the decline in performance.

We are currently at phase 3 of the Senior Management Review which affects Operation Managers who account for 90% of the decision-making. The new implementation date for the new structure is set for October 6th.

The Board was informed that the new Deputy Director of Demand, James Andronov, will commence his role on the 11th of August.

An overview on the new delivery model for Senior Management Review in investigations was provided to the Board.

9. TRANSFORMATION PROGRAMME

The Director of Transformation spoke to the circulated paper.

The Board were informed that the Transforming Investigations project, launching the new national model of investigations, has been rescheduled to October 6th to facilitate changes in supporting infrastructure.

Members of the Board advised that numerous police forces are forward thinking in their approach to integrating artificial intelligence. Specifically, Thames Valley Police is exploring this technology, and a recommendation

was proposed for the IOPC to engage with them to gather their insights and procedures

The Board was informed that sessions will be organised in all our offices to talk about work that will make up our new Transforming People Experience project including staff survey results and the new wellbeing strategy and in early October, the launch of the new organisational model for investigations.

The Board briefly discussed the need for a feedback loop to determine which staff suggestions have been implemented, which have not, or why they have not been addressed.

Actions:

- JM to provide information on other organisations that use AI, in particular, in HR departments.
- RB to speak with Derrick Campbell to discuss engagement with Thames Valley Police regarding AI.
- RB to circulate the Transformation notes / pack to NEDs.

10. VERBAL REPORT FROM JUNE PERFORMANCE AND FINANCE COMMITTEE

Julia Mulligan notified Board members that the first Performance and Finance Committee took place on June 13th. The primary emphasis was on determining the key focus areas, establishing priorities, examining ways to enhance performance, ensuring that the transformation programme meets the desired outcomes, and developing the new Medium Term Financial Plan (MTFP).

11. BOARD MEETING ATTENDANCE

The Board meeting attendance report was considered accurate and noted.

12. FORWARD PLAN

The Forward Plan was discussed, the Board **AGREED** to change the schedule to hold the meetings bi-monthly. The framework of the forward plan has been adjusted to align with strategic discussions, an agreement section has been included, and the plan encompasses the 9 objectives outlined in the Business Plan.

A meeting has been arranged for July 11th with the Director General, the Director of Finance and Corporate Resources, and a new facilitator to discuss the Unitary Board away day. Following secretariat working with NED's it has been agreed to be held on the 23rd September.

13. DATES, TIMES AND LOCATIONS OF FUTURE MEETINGS

Future meeting dates were noted.

14. ANY OTHER BUSINESS

The Director General explained that the Cabinet Office has assisted with a buddying system for Arm's Length Bodies and that there may be consideration for the IOPC to do the same.

15. MEETING REFLECTION

Steve Noonan led the meeting reflection and expressed that it is reassuring that all Board members agreed to moving to bi-monthly meetings.

There has been a change in the discussions surrounding the Transformation Programme, Board members now have a clearer understanding of what is happening and the reasons behind it, and the programme is progressing positively. It is clear that keeping staff engaged throughout the Transformation Programme is crucial.

The Chair thanked the Board and closed the meeting.

NAME	Rachel Watson
SIGNATURE	
DATE	03/09/2025