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Board Meeting Minutes

Date & Time: Wednesday 12th February 2025 at 10:30hrs

Venue: Canary Wharf Room 2.10

Members Present:

Kathie Cashell	Deputy DG, Strategy, Engagement & Communications
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Steve Noonan	Deputy DG Investigations, Oversight & Casework
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

In Attendance:

Rob Barnes	Director of Transformation (Item 8)
Margaret Bruce	Governance Advisor
David Cryer	Director of Finance and Corporate Resources
David Emery	General Counsel
Elinor Howard	Home Office Sponsorship Unit (HoSU)
Marie Morrissey	Head of Governance
Caroline Thomsett	Interim Deputy Director of Communications and Engagement
Misha Upadhyaya	Chief of Staff

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs. The Chair welcomed members and attendees to the meeting, including the new Deputy Director of Communications and Engagement.

As there was no quoracy, the meeting agreed to proceed on the basis that where a decision was required, 2 members of the executive team would recuse themselves to ensure NEDs majority.

2. APOLOGIES

The meeting received apologies from Rommel Moseley (NED) and Julia Mulligan (SID).

3. DECLARATION OF INTERESTS

There were no declarations of interests

4. MINUTES OF BOARD MEETING (HELD WEDNESDAY 22ND JANUARY 2024) (PAPER REF IOPC 02/25/04)

The Board noted that the minutes would be circulated after the meeting and approved at the next meeting.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 02/24/05)

The Board considered the pending actions including the discussion on Hillsborough (coming to the March meeting), strategy review (ongoing) and the discussion session to be organised for NEDs (in progress).

Agreed: To note the document.

6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 02/25/06)

The Director General informed that the budget for the next Financial Year (2025/26) had been confirmed, indicating the recognition of the organisation's work and the ongoing transformation aimed at maximising resources and focussing on priorities. The Director General invited feedback to her report which highlighted areas such as government relations, people matters, transformation, new remits for the IOPC, focus areas (and challenges) for Management Board and the Director General's objectives (till March 2025). The Director General noted as follows:

- recent meeting with the Sponsorship Unit, strengthening the positive relationship. The Board also noted the other meetings held to share the improved data pack and update on some cases.
- benefits from the new structure were now becoming evident and the Engagement Director role was working well, increasing transparency and helping to expedite matters, noting there was more work to be done.
- recruitments had continued apace with more recruitments expected in the coming months. Levels of attrition had been discussed and were being addressed. The Director General's Roadshows had been positive with staff showing enthusiasm for change. The Board also noted the ongoing engagement with the PCS on

some issues including hybrid working. It noted the body of research available on hybrid working.

The Board discussed the following:

- proposed review of the systemic barriers to timeliness in the misconduct system. It noted the external dependencies in the process and any opportunity for the IOPC to contribute to the review and improve timeliness.
- clarity and improving the IOPC story to highlight areas of delay attributed to others and targeting improvements as appropriate. It agreed that a new performance framework and new approach to managing data should assist and make significant difference.
- objectives of the Director General and aligning with becoming a great organisation.

Agreed:

- To note the report and thank the Director General.
- To thank the Director of Finance and Corporate Resources and his team for the work done on the budget.

7. CLOSURE REPORT OF THE GOVERNANCE WORKING GROUP (PAPER REF: IOPC 02/25/07)

The Board recalled the background to the work of the Governance Working Group (the Group). Following the recommendations from the Fairfield review report published in 2024, the Board convened the Group to address (and propose solutions to) the governance related recommendations in the Fairfield report.

The Group presented its final report to the Board, noting the recommendations, the learnings identified and the proposed solutions and progress/achievements. It also noted the ongoing/pending areas (such as the framework agreement with the Home Office and the policy on complaints against NEDs and DG) and the progress to date. Updates would be presented to future Board meetings. Meanwhile, a paper would be presented to the March meeting on committee membership and a proposed new committee.

The Board was informed that a facilitator had been identified for the 12th March Board Away Day. It also noted the areas of discussion and the prior engagement being organised between the facilitator and non-executive members.

The Board commended the work (and effectiveness) of the Group and recommended adopting a similar approach (i.e. convening task/finish group) to address issues going forward.

Agreed:

- To thank the Group for its final report and dissolve the group.
- To look forward to future updates on the pending/ongoing areas.

8. QUARTERLY PERFORMANCE REPORT - Q3 (2024/25) (PAPER REF: IOPC 02/25/08)

The Board noted the work being done on governance and strategic reporting which was part of the strategy review in January. It noted that the report format (and annex) would be changing from the next meeting. The revised report was aimed at alignment with the future direction of the organisation and the strategic intent.

The Board received clarification in sub-para 2.15 on areas of additional staff (which aligned with the chart presented (disregarding sub-para 2.4 which was not accurate). It noted the progress in Q3 which included the following:

- work done on race discrimination and progress made such as the tools produced to support policing and the follow up meetings held.
- publishing the 2023/24 Impact Report, stakeholder engagement survey and public perception tracker (PPT). The information around the results of the PPT and stakeholder survey was an indication that the transformation ambitions (including timeliness, quality and service user experience) were correct.
- recommendations made by the IOPC (and accepted by the government) following the Suzy Lamplugh Trust super complaint.
- completion (under the transformation programme) of the design phase for the two delivery models for investigations and stakeholder engagement.
- recovery plan agreed on casework and investigations which was now being implemented, with more cohorts of investigators expected.

It also noted the following:

- ongoing work to develop the business case for the next phase of the transformation programme, developing a clear view of the benefits against the programme ambitions. This would be discussed at the May Board meeting.
- continuing progress on the organisational strategy for alignment with the transformation programme and future direction of the organisation.
- recently launched operations manual which received good feedback on accessibility and usability. Also, the pending gaps to be addressed.
- positive effect of the Directors of Engagement, allowing more focus on operational work. The Case Managers had made positive impact with 28% increase in productivity and the areas of risk around decision making capacity and capability were being addressed as part of the next phase of the Senior Management Review (SMR). Data quality was also being addressed (for better alignment) under the Case Management System (CMS).

The Board discussed the following:

- whether awareness and confidence should be classified together (in a single strategic objective) given that this could mean two different things. It noted the two elements involved – the first being raising people's awareness of the IOPC existence, what it does and who were the users. The other was confidence in the ability to deliver the outcome of the IOPC, which would be heavily influenced by users' personal experience of the system. It was informed that, although

awareness and confidence were classified together as a strategic objective, they were tracked separately and could therefore be reported separately going forward. Further research would be conducted on confidence and reported to the Board.

- whether the projection on productivity gains based on the experience of delays from transcription could be reviewed and whether optimism bias could be applied in other areas of projection. It noted that benefit tracking was being improved and there was more demand for transcription than initially anticipated as well as compliance issues which had caused delay to benefits realisation.
- improvement on how risks were considered with regards to delivery of the Strategy. It recommended developing spectrum in the amber areas to consider whether the amber was at the higher or lower end of the spectrum (supported by data) and compared with the previous year.
- consider individual (and collective) accountability under the strategic objectives. It agreed that this should be part of the discussion at the 12th March Board Away Day. It noted the ongoing discussion to adopt a holistic approach and reflect KPIs in other (non- operational) areas to measure impact.

Agreed: To note the report.

9. UNITARY BOARD NEW PERFORMANCE AND INSIGHT REPORT – CONSULTATION PAPER (PAPER REF: IOPC 02/25/09)

The Board considered the consultation pack circulated aimed at reviewing the proposed content of the revised performance report and providing feedback. It noted the prior consultation held with members to inform the pack which would evolve over the next few months as the 2025-26 KPIs are finalised. It noted key report features such as greater automation of data, improved visualisation and progress tracking. It also noted other work in progress to be embedded in the report.

The revised report required significant collaboration and culture change, providing insight into how the organisation was performing, generate questions and thoughts to help plug the gaps and understand areas of challenges. Non-executive members were invited to contact the Head of Data and Information for further feedback and information where necessary.

The Board welcomed the revised pack and agreed that the briefing sessions held had been helpful and provided clarity. It sought clarification on the engagement and oversight side of the business and how this impacted future reporting. It discussed the possibility of developing some ‘variance tracking’ to understand the basis for (or cause of) change and how to address them. Also, having a ‘cut off point’ (such as the end of a quarter) for clarity and distinguishing between how data was reported and the narratives collected from teams.

Agreed:

- To thank the Head of Data and Information for leading the work.
- To endorse the report and send more feedback as necessary.

10. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 02/25/10)

The Director of Finance and Corporate Resources informed that the Annual Report and Accounts (ARA) for 2023/24 had been laid in Parliament and efforts were being

made to improve timeliness going forward. Also, allocation for the next Financial Year (2025/26) had been received and planning progressing accordingly. He noted the financial results (as at end of December 2024) as follows:

- a full year forecast of £71.24m was reported to the Home Office with £2.04m underspend against the budget of £73.28m. Since January, the forecast underspend had increased by £1.02m given the prior year service charge information received from the Government Property Agency (GPA) on Canary Wharf. This had resulted in a £0.8m credit to the 2024/25 accounts. The NAO had been notified accordingly.
- there is a breakeven CDEL forecast of £1.65m against a budget of £1.65m.
- budgetary challenges (such as capacity) for next year were noted in the report annex and discussion was ongoing on how to address them including redeploying resources.

The Board discussed the ongoing work on Hillsborough, noting that a report would be presented to the next meeting in March. It recommended exploring how the non-executive members could better support the work on finance and performance and ensure efficiency in resource allocation. It noted that the committees were providing support, and a focussed/additional committee (on finance and performance) was being proposed going forward.

Agreed: To note the report and commend laying of the 2023/24 ARA.

11. QUARTERLY STRATEGIC RISK REGISTER (6TH MONTHLY REPORT) (PAPER REF: IOPC 02/25/11)¹

The Board was updated on the reviews conducted on (and risks updated in) the register including meetings with stakeholders. It also noted the additional risks added. The document had been considered and discussed by Management Board and the Audit and Risk Assurance Committee (ARAC) which met on 29th January 2025. The Board was invited to provide feedback.

The Board considered the strategic risks and recommended more detailed discussion on the risks (and mitigating measures) at the Board Effectiveness Away Day on 12th March.

Agreed:

- To note and endorse the Strategic Risk Register.
- To have further discussion at the Board Effectiveness Away Day 12th March.

12. REPORT FROM THE AUDIT AND RISK COMMITTEE (ARAC) MEETING HELD WEDNESDAY 29TH JANUARY 2025 - VERBAL

The Board noted the Audit and Risk Assurance Committee meeting held on Wednesday 29th January 2025 and the items considered. The minutes would be

¹ The Deputy DG (Strategy, Engagement & Communications) and the Deputy DG, Investigations, Oversight and Casework (IOC) recused themselves during the discussion on item 11.

circulated at the next meeting. Meanwhile, the Board discussed the importance of addressing gaps between committees and recommended further discussion to develop ways of assessing/synchronising matters from Committees and deliver better quality output to the Board. It noted the paper being presented to the next meeting to consider the structure and coordination of the committees among others. It also recommended further discussion at the Board Away Day.

Agreed: To note the report.

13. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE (PCC) MEETING HELD TUESDAY 4TH FEBRUARY 2025 - VERBAL

The Board noted the People and Culture Committee meeting held on Tuesday 4th February 2025. The minutes would be circulated to the next meeting.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 02/25/14)

The Board considered the document presented by the Governance Advisor and agreed to note the document.

15. FORWARD PLAN (PAPER REF IOPC 02/25/15)

The Board considered the Forward Plan. 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 current document (2024/25) and the 2025/26 document.

16. DATES, TIMES/VENUE OF FUTURE MEETINGS (PAPER REF IOPC 02/25/16)

The Board recalled the meeting held in Warrington last year which provided the opportunity for increased visibility and staff engagement among others. It considered and agreed that a Board meeting would be held in Sale later in the year.

Agreed: To note the document and receive a draft programme (for the Sale meeting) for consideration at the next meeting in March. **(ACTION)**

ACTION: HEAD OF GOVERNANCE


17. ANY OTHER BUSINESS

The Board was briefed on the work being done to increase transparency and Board visibility and invited NEDs to participate/contribute. It noted examples of previous work done (such as the Values into Action Days held) to increase visibility, awareness and confidence.

18. MEETING REFLECTION

Clive Quantrill (NED) reflected on the pivotal moment, noting that the budget confirmation, recruitment, data improvement and the transformation in general was an indication that the next 12 months was critical in increasing productivity, ensuring positive outcome and changing the narratives going forward. The Board agreed to discuss further at the Away Day on 12th March.

The Chair thanked the Board for the positive feedback and closed the meeting.

NAME	Rachel Watson
SIGNATURE	
DATE	19 March 2025

Schedule of Action

Agenda Item	Responsibility
Item 16	Head of Governance