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Board Meeting Minutes

Date & Time: Wednesday 22nd January 2025 at 10:30hrs

Venue: Canary Wharf Room 2.10

Members Present:

Kathie Cashell	Deputy DG (Strategy, Engagement & Communications)
Christine Elliott	Non-Executive Director (via Teams)
Suzanne Jacob	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Non-Executive Director/SID
Steve Noonan	Deputy DG (Investigations Oversight Casework)
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

In Attendance:

Katie Aston	Strategy & Planning Manager (Item 7)
Rob Barnes	Director of Transformation (Items 7-8)
Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Resources
Jodie Gibson	Head of Sponsorship Unit (Home Office)
Lindsey Harvey	Strategy Unit Manager
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

The meeting received apologies from David Emery (General Counsel) who was currently working on a matter but available (online) to respond to advise the Board if required.

3. DECLARATION OF INTERESTS

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

4. MINUTES OF BOARD MEETING (HELD WEDNESDAY 20th NOVEMBER 2024) (PAPER REF IOPC 01/25/04)

The Board considered the minutes of the last meeting held on Wednesday 20th November 2024. It **agreed** to approve the minutes for the Chair's signature and publishing on the website.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 01/25/05)

The Board considered the pending actions on Hillsborough (to be reported to the March meeting), the recovery plan (reported below), action log (being incorporated into data reporting presented to the next meeting in February), KPI (reported through transformation) and Board meeting frequency (to be reflected in the future report of the Governance Working Group). The Board also noted progress on the documents being shared by Julia Mulligan.

Agreed: To note the document.

6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 01/25/06)

The Director General drew attention to the self-explanatory report circulated before the meeting and invited comments on the areas highlighted including relations with the government, update on organisational structure, people matter, Director General's priorities (March 2025-March 2026), objectives and related activities. The Board noted the IOPC written submission to the government review on the legal test for the use of force in misconduct proceedings. It was updated on:

- moving towards a new senior structure, the Director General's recent letter to policing stakeholders setting out the new structure and the feedback received.
- the recent leadership event held in Birmingham focussing on being united, transformative, solutions focussed, accountable and values driven. This received positive feedback.
- transformation aimed at improving decision making and achieving the best outcome for service users. Also, considering resources against priorities.
- performance and recovery plan (reported below) and update/concerns on some major cases.

- matters relating to the BBC Panorama programme.

The Board considered and recommended a review of the process around exit interviews to ensure that colleagues were heard and felt listened to. It noted that some of the issues raised were being addressed through the transformation programme.

Agreed: To note the report and thank the Director General.

7. **BUSINESS PLANNING 2025/26 (PAPER REF: IOPC 01/25/07)**

The report outlined the Director General's objectives for the next Financial Year (2025-26), the related plan, next steps, emerging pressures, indicative budget allocations (and addressing the budget shortfall) for the 2025-26 Financial Year.

The Director of Transformation noted the 2 focus elements in the report i.e. the organisational ambitions and the related budget. The Director General's objectives/priorities had provided clarity and to help shape and inform the business plan. The 2025-26 budget was yet to be confirmed but the Director noted the current budget assumptions for and the emerging pressures against assumed funding of £70.03m. He highlighted the expected areas of progress under the transformation programme and the effect of limited resources on transformation goals as well as the Director General's objectives. He invited the Board to agree the ambitions and the related budget.

The Board discussed the recovery plan (below), the protective measures in place for the operations team and the steps being taken to avoid the risk of poor performance (including accountability and strong leadership) to ensure productivity. It also discussed the new approach being adopted (under the new delivery model) to address capacity and capability. This includes ensuring there is sufficient data to enable information and discussion on a variety of areas including capability and workforce planning.

The Board considered the nature of evidence necessary for assurance/confidence in the delivery of phased efficiencies. It noted the drivers of efficiencies, and the responsibility assigned to different teams to deliver the expected efficiencies. It discussed the steps being taken (including wellbeing provisions) to improve morale and ensure high performance.

The Board recommended a review of the Strategic Plan so that the details around the strategic objectives reflect the activities to be delivered through the transformation programme led by the Director General. It also recommended that the objectives be more explicit on leadership and culture. **(ACTION)**

Agreed:

- To endorse the ambitions set for the 2025-26 Financial Year, noting the amendments to operational performance.
- To endorse the budget shortfall and the approach being adopted to address the shortfall. Also, endorse the level of overspend risks identified in the document.
- To note and support the next steps detailed in the document.

8. TRANSFORMATION UPDATE (PAPER REF: IOPC 01/25/08)

The Director of Transformation updated on progress under Tranche 1 including record management platform, stakeholder system and redevelopment of the operations manual. He noted the risks being managed (such as staff engagement and changes to structure and teams) and the risks to be addressed in the next quarter which were being overseen by the Transformation Assurance Group (TAG). He also drew attention to:

- the future work (in progress) including completion of the future design of the organisation followed by workshops to operationalise the design. Also, completion of the delivery models to inform the target operating model for the organisation.
- the critical path of work being managed towards the delivery of the Senior Management Review (SMR), delivery models and the move to Tranche 2 of the transformation programme. The Senior Structure became operational on 20 January and work with Cap Gemini (the consultants) on the detailed operation models was envisaged for completion during the current quarter to finalise the Future Operating Model and provide clarity on priorities (and resources) for the 2025-26 business planning.

The Board recommended that a plan of record should be annexed to future reports. The plan would highlight areas of material change and updates (with context). It was informed that that this would be attached to the full transformation plan from April. In the interim, key milestones would be reflected.

It considered the risks explained in para 2.3 of the report and the effect on quality. It noted that this was being monitored by the Quality & Service Improvement (QSI) team with oversight by the Quality Committee.

The Board requested more clarity on areas such as the control strategy and details of how the risk based model would work in the future to clarify organisational priorities. It agreed that a discussion session would be organised for NEDs. **(ACTION)** It also discussed the impact on the risk appetite and recommended that ARAC conduct a deep dive on related transformation risks. **(ACTION)**

The Board further discussed:

- timing on when transformation impact would become evident and how stakeholders' expectations were being managed. It noted that a realistic and open approach had been adopted with stakeholders but areas such as the IOD programme was already showing improvement and further improvement was envisaged from the second half of the year with the new model implemented and better availability of data.
- how areas which do not progress under the transformation would be addressed. It noted that clear expectations had been set but challenges were not unexpected and adjustments would be made as the delivery model progresses under the transformation. The recovery plan was also part of making improvement.

- the significant (risk based) responsibilities of the Directors of engagement given the size/variety of police forces to engage. It also noted the Directors were well supported by a strong team which promotes collaboration and coordination with others.

Agreed:

- To note the progress made to date, the critical path and the next steps.
- To welcome the newly recruited senior transformation programme manager to the IOPC.

9. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 01/25/09)

The Board considered the report circulated before the meeting and the ongoing work to restructure the report format for presentation to the February meeting. It noted the current performance trajectory, next steps and the recovery plan aimed at addressing/improving performance, provide assurance and ensure alignment with the transformation ambition. The recovery plan highlighted areas of progress including:-

- the National Operations Turnaround Plan (NOTP) (including the new initiative on fast tracking some types of reviews) and implementing automation.
- improvement in referrals and the new ways of working for the Assessment Unit.
- investigations/IOD programme (including revising the final report template and online/remote interviewing which had reduced travel). Transcription project had also delivered good efficiencies.
- recent and impending recruitment of investigators and casework managers aimed at addressing capacity and capability, impact on the NOTP and backlog, and the steps being taken to reduce recruitment cost. Also, the overprogramming done to address capacity.

The Board acknowledged the need to reduce/manage the flow of demand and the role of Directors of Engagement in engaging with forces in this area. Also, a clearer operational policy and framework for colleagues. It agreed that the risks highlighted were within the organisational risk appetite. It discussed:

- whether People Directorate had the capacity to keep pace with the recruitment aspect. It was explained that there were challenges for the L&D team, but this was being monitored and managed.
- addressing the legislative barriers to delivering priorities. It noted the ongoing work in areas such as final reports and meeting statutory deadlines, the accountability review and systemic barriers to timeliness.
- embracing technology for delivering real benefits – including immediate implementation in day-to-day (non-operational) business to ensure timeliness. It noted that this was discussed at the recent leadership event held in Birmingham.
- impact of fixed term contract on staff morale and the importance/value of call centre experience as an entry into the organisation.

Agreed: To note the report and commend the good understanding of the work to be done and the related risks.

10. RECOVERY PLAN (PAPER REF: IOPC 01/25/10)

Discussed under item 9.

11. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 01/25/11)

The Director of Finance and Corporate Resources presented the self-explanatory report, noting the increased forecast underspend (£1.02m) at the end of November. The Home Office have been informed on the related risks which were being managed. Pro-active budget holder action, particularly in relation to recruitment activity, continues to be necessary to minimise further risk of underspend.

The Board noted that the 2025-26 budget was yet to be confirmed. It was updated on the recent unexpected service charge information received from the Government Property Agency (GPA), covering the last two financial years (2022-23 and 2023-24) for the Canary Wharf office. The NAO have been notified given that the information was received shortly before completion of the Annual Report and Accounts (ARA) but it noted that this was a post balance sheet event and immaterial. It does not hinder the ARA (which is on course for) laying in Parliament.

Agreed: To note the report and progress on the laying of the ARA.

12. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD TUESDAY 5TH NOVEMBER 2024 (PAPER REF: IOPC 01/25/12)

The Board noted the meeting of the PCC held on Tuesday 5th November 2024 and the minutes circulated before the meeting. The Committee Chair noted the verbal update provided at the last Board meeting highlighting issues such as increasing focus on health and safety (including as part of wellbeing), EDI, transformation update and ensuring the right framework and support for shaping and promoting the IOPC culture.

Agreed: To note the report.

13. REPORT FROM THE MEETING OF THE QUALITY COMMITTEE HELD WEDNESDAY 27TH NOVEMBER 2024 (PAPER REF: IOPC 01/25/13)

The Board noted the meeting of the Quality Committee held on Wednesday 27th November 2024 and the minutes circulated before the meeting. The Committee Chair highlighted the areas of discussion including matters relating to compliance, consistency, progress on implementing the recommendations of the Cabinet Office Review and ownership of quality. The Committee considered the definition of quality in the context of transformation and the draft annual report on quality. Also, what the quality definition meant for parts of the business. It endorsed the service user involvement strategy. It recognised the need for a fundamental cultural shift in engagement with colleagues and service user.

The Board discussed the discrimination dip sampling and the impact of the operations manual recently launched on sharepoint. It noted the Committee's discussion on ownership of the operations manual.

Agreed: To note the report.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 01/25/14)

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

15. FORWARD PLAN (PAPER REF IOPC 01/25/15)

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 report and receive the Hillsborough and Public Affairs papers in March. **(ACTION)**

16. DATES, TIMES/VENUE OF FUTURE MEETINGS (PAPER REF IOPC 01/25/16)

The Board considered and agreed to note the document and amendment to the February meeting date (now 12 February).


ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE

17. ANY OTHER BUSINESS

There was no other business.

18. MEETING REFLECTION

Steve Noonan reflected on the Board discussion. He commended the greater clarity provided (focussing on governance, culture and leadership), the positive feedback on the strategy and the recommendation to adopt a 'COVID' mentality on increasing the use of technology. This was linked to the similar discussion recently held at the Birmingham event which focussed on operationalising the recommendation as part of empowering leaders. Overall, he commended the real cohesion within the board and the genuine optimism about shifting the dialogue on performance and moving forward to make the desired impact.

NAME	Rachel Watson
SIGNATURE	
DATE	19 March 2025

Schedule of Action

Agenda Item	Responsibility
7-8	Director of Transformation