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## Board Meeting Minutes

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**Date & Time:** Wednesday 17<sup>th</sup> July 2024 at 10:30hrs

**Venue:** Canary Wharf Room 2.10

**Members Present:**

Kathie Cashell	Acting Deputy DG (Strategy & Corporate Services)
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Julia Mulligan	Non-Executive Director/Senior Independent Director
Steve Noonan	Ag. Director of Operations
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

**In Attendance:**

Rob Barnes	Head, Business Development (Item 13)
Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Services
David Emery	General Counsel
Jodie Gibson	Head of Home Office Sponsorship Unit (HOSU)
Marie Morrissey	Head of Private Office
Amanda Rowe	Ag. Director of Operations

## 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and attendees to the meeting. The Board also welcomed Jodie Gibson, Head of the Home Office Sponsorship Unit (HOSU) attending the meeting (as observer) for the first time.

## 2. APOLOGIES

The meeting received apologies from Rommel Moseley (NED).

## 3. DECLARATION OF INTERESTS

Executive members declared interest under item 13 (transformation which includes discussion on the Senior Management Review (SMR)).

### **Agreed:**

- To note the declarations.
- That executive members' collective declared interest in item 13 was sufficient, and they would remain and participate in the meeting for item 13.

## 4. MINUTES OF BOARD MEETING (HELD WEDNESDAY 15<sup>TH</sup> MAY 2024) (PAPER REF IOPC 07/24/04)

The Board considered the amendments proposed (to items 3 and 10 of the minutes of its May meeting) at its June meeting. It **agreed** to approve the amended minutes for the Chair's signature (and publishing on the website).

## 5. MINUTES OF LAST BOARD MEETING (HELD WEDNESDAY 19<sup>TH</sup> JUNE 2024) (PAPER REF IOPC 07/24/05)

The Board also considered the minutes (including the recent amendment circulated) of the last meeting held on Wednesday 19<sup>th</sup> June 2024. It **agreed** to note and approve the amended minutes for the Chair's signature (and publishing on the website).

## 6. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 07/24/06)

The Board considered the action log and received update on matters arising from the last/previous meetings. It noted the completed actions and briefly discussed the following actions:

- 10 and 19 (meeting on IOD programme and briefing non-executive members on the work around stakeholder engagement. It noted that both had been actioned with planned follow ups.
- 16 (inviting the Head of HOSU who was now attending the Board meeting).
- 18 (amending quorum and new committee membership). This had been actioned under agenda items 10 and 11).
- 17 (Update on Board Development work). It noted that this had been actioned as part of agenda item 14 (update on governance working group).

**Agreed:** To note the document.

## **7. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 07/24/07)**

The Director General noted the report circulated before the meeting and welcomed views in the areas reflected. Meanwhile, she briefly highlighted the following:

- General Election – Communication had been sent to congratulate and welcome the new Home Secretary, the Policing Minister and the Safeguarding Minister. Other communications would be sent to shadow ministers and incoming Members of Parliament. A letter with details of IOPC work had also been sent to the ministers with request for early meetings. Among others, the letter outlined the work being done to improve performance, the work on discrimination and violence against women and girls (VAWG) and suggestions for improvement to the wider system. The Policing Minister is familiar with IOPC work through her membership of the Home Affairs Select Committee (HASC) and had attended IOPC stakeholder event. A meeting would be organised for next week and there was indication of the desire to improve police performance and users' experience of the police complaints system. The King's Speech (expected later today) was being awaited with interest.
- Public Affairs – discussion was held (on the IOPC transformation programme) with stakeholders such as the Association of Police and Crime Commissioner (APCC) who were keen to collaborate in some areas of work. The Public Affairs Plan was being reviewed as noted in the report.
- Transformation – (noted under agenda item 13) was progressing well with the Business Development team collaborating (on transition planning and support on developing the operating model) with others including the People and Operations teams.
- Finance/Resources – a copy of the letter written to the Permanent Secretary was circulated before the meeting noting the ongoing work on the scenarios being developed under the spending review.
- Staff issue on use of social media was being addressed. Also, the staff member standing for election was successful and had resigned from the IOPC.
- Board governance and committees and Director General's meeting attendance – The Director General noted the motion to amend meeting quoracy and the appointment of new members to committees (under items 10 and 11 respectively). The Director General also informed on a new approach to attending committee meetings. Having attended earlier committee meetings and having held separate meetings with the committee chairs, the Director General was assured of the strong mechanisms in place for reporting back to the Board. In view of this, the Director General informed that she would only attend committee meetings on invitation from Committees to address specific matters. In addition, the Director General will hold bi-annual meetings with individual committee chairs to provide support and strategically consider their work plans.
- Funding – The Director General noted the ongoing work to facilitate Home Office understanding of the organisation's position and engage in meaningful discussion on management/Board's concerns. She noted the letters written to the Home Secretary and the Permanent Secretary outlining our challenges. Copies have also been circulated.
- External stakeholders – The Director General noted the discussion held at the recent meetings she attended with stakeholders including areas of common concerns and how these are being addressed.

- People Matters – the Director General informed that the staff engagement she conducted (through visits to regional offices) had been completed and the feedback is being coordinated with follow up actions where appropriate, including a new Management Board initiative introducing a series of staff engagement to encourage conversational sessions on transformation. The Director General’s weekly ‘roundup’ and monthly vlog is also ongoing and both had been well received.
- Senior Management Review (SMR) – as reported previously, consultation for phase 1 (director posts) is ongoing and due to be completed on 18 July. This is progressing well and update will be provided ahead of the next Board meeting in September.
- Director of Transformation – interviews are ongoing and update will be provided in due course. Candidates valued the approach adopted with the inclusion of a staff panel.
- Areas of Focus – this had continued to be the transformation programme and the SMR (presented under item 13). Both were standing items on the Management Board and Unitary Board agenda noting the development of a new operating model. A detailed transition plan is also being developed setting out the move to the new Senior Management structure.

The Board commended the change in relations with external stakeholders since the arrival of the new Director General and envisaged a positive impact on the transformation work.

The Board briefly discussed the improvement in relations with the Federation and the proposed work to encourage more (face to face) interaction with police officers. It was informed that a meeting with the staff association was imminent.

The Board also discussed the firearms sessions held previously. It noted that the session was positive and went well with plan to reciprocate. It discussed the proposed engagement with the HMICFRS and others (as noted in the report) given the appetite for wider reform. It agreed there was scope for collaboration in shaping reform.

The Board noted the police race action plan referenced in the report and enquired about IOPC role in the delivery of the plan. It was explained that the plan is NPCC led but the IOPC is on the advisory group monitoring delivery of the action plan. The IOPC had limited influence on the plan but had its own thematic work on discrimination with its primary focus on the police complaints system. Many of the members of the advisory group are also on the IOPC discrimination advisory group. In essence, the IOPC approach had been to focus on areas where it could lead and make impact under the conduct and complaints system. This includes areas such as police perpetrated abuse, supercomplaints and stalking. Also, how police forces are handling complaints relating to Violence Against Women (VAWG) where the IOPC work included developing a good practice guide aimed at eliminating victim blaming language.

The Board recommended adopting a regulatory approach (similar to the health sector) through early intervention (as a preventive measure) and influencing outcomes of potential problems. It was explained that such early intervention had been adopted in areas such as the Abuse of Position for Sexual Purpose. Also, feeding into the Angiolini Inquiry. The Board emphasised the importance of victims feeling empowered (without prompting false reports).

**Agreed:**

- To note the report and thank the Director General.
- To note the new arrangement on the Director General's attendance at Committee meetings.

**8. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 07/24/08)**

The Director of Finance and Corporate Services noted the following points:

- The Resources Report shows the performance to the end of May, month 2, in Annex A and our full year forecast. We continue to communicate with the Home Office our expectation that we will spend our full budget.
- The Report also shows our planned use of the additional £5m allocated this year, set out in Annex E. The impact on future years of this investment is shown in Annex F.
- The planned additional investment leaves an underspend this year of £1.19m and an overspend, over the previously modelled baseline for 25/26 of £2.83m.
- The report also includes a capital prioritisation process for the Unitary Board to approve as well as an update on the progress of the Annual Report and Accounts.
- We continue to develop our three scenarios for submission to the Home Office spending review by the end of this week. The scenarios are 'Lights on', 'Choices' and 'Investment'. Our plan for these scenarios is:
  - 'Lights on': as per our current plans
  - 'Choices': removal of the additional investment this year and next in Reviews with the subsequent drop in performance, and
  - 'Investment': an increase in Investigations to 500.

The Board was invited to:

- Note the year to date performance.
- Agree the investments for this year of £2.26m (set out in Annex E), and the subsequent deficit of £2.83m for next year as an acceptable level of risk.
- Approve the capital prioritisation process and
- Note progress of the Annual Report and Accounts

The Board considered the forthcoming Home Office spending review. It was briefly explained that the aim is to understand the cost base and the delivery of efficiencies, to inform Home Office internal discussion given the significant financial pressure faced.

The Board understood and acknowledged that the Home Office had to make difficult decisions. It noted (and was assured by) the previous meetings held with the Home Office which provided helpful dialogue to assist the IOPC with our approach. Also, the future meetings planned to continue the discussion. The Audit and Risk Assurance Committee (ARAC) had also discussed the Resources Report and was assured by the approach adopted, noting the improved approach to the way investment decisions are being considered and business cases being made on a more consistent basis.

The Board discussed improvements in relationships with other stakeholders to enable collaborative working to improve public confidence (an area of common concern) and prioritising users of the complaints system. It noted the importance of developing communications around advocacy to ensure the complaints system is delivering for users. It noted the discussions being held with stakeholders in this area.

**Agreed:**

- To note the report and the progress on the Annual Report and Accounts
- To endorse the investment set out in Annex E and note the deficit. Also, approve the capital prioritisation process.

**9. HEADLINE PERFORMANCE (PAPER REF: IOPC 07/24/09)**

The Director of Finance and Corporate Services briefly noted the delay in producing the full quarterly report (due to data availability). The full report would be presented to the Management Board next week and would be circulated to the Unitary Board before the meeting in September. Reporting is also being improved to be more user-friendly (with more infographics) to improve understanding. Meanwhile, the Board briefly noted as follows:

- Investigations - the most recent performance reports received show a slight dip in performance due to capacity challenge. Some very old cases were closed which significantly impacted on the average number of days (which increased by 52 (from 217 to 269 Working Days). In essence, capacity remains a challenge and more cases are being opened (than those closed). This is likely to remain throughout the year. Further work is being done with the assessment unit to address target.

The Board briefly discussed the root cause of capacity in this area. It noted the related challenges which had persisted (such as vacancy and increasing demand). Also, the steps being taken to address capacity gaps (including new cohorts of trainees and short-term recruitments on a need basis).

- National Operations/Reviews – challenging KPIs had been set this year but demand had continued to exceed productivity gains. The doubling of reviews received from the Metropolitan Police Service (MPS) were also being reflected across other forces. Additional case managers were recruited but the impact is like to take some time given the time needed for recruitment and training. The recently launched Case Management System (CMS) impacted the productivity of the Assessment Unit and this is being addressed to return to target.
- IOD programme – this moved from red to amber with increased efficiency. The Senior Responsible Owner (SRO) would be leaving at the end of the month and an internal replacement would be appointed. The substantive Director of Investigation would be the SRO.

The Board discussed race and ethnicity and noted the practice in other organisations (i.e. making distinction on ethnicity to reflect the different experiences). Suzanne Jacob (NED) volunteered to work with the Ag. Deputy DG (S&CS) to address this. **(ACTION).**

Whilst acknowledging the challenges around gathering data, the Board emphasised the importance of data in ensuring achievable ambition. It encouraged adopting a

proactive approach on reports coming from non-white complainants to better reflect their experiences with the police. It was noted that recording data had been a long-standing issue across the Police Complaints system and efforts were being made to improve this and increase the number of complaints from the groups dissatisfied with policing. The Board also discussed making complaints more tech-friendly to enable complainants track their complaints. Also, addressing the broader question of perception of the IOPC.

Noting the limitation to achieving timeliness, the Board emphasised the importance of improving timeliness across the system (rather than IOPC timeliness) given that this is a key concern for families. It noted that the IOPC timeliness is being monitored for improvement through the new Case Management System, identifying barriers to timeliness (such as resources and complexity). A working group had been proposed by the previous government (to address systemic timeliness). A follow up (by the new government) is envisaged.

The Board considered turnover and headcount and recommended the removal of the blanket figure around the KPIs in this area, given that there would be areas where experience and longevity would be useful (thus requiring low turnover) and other areas where high turnover could be beneficial (in view of change and transformation). It agreed that this would be linked to the people strategy and workforce planning and reported to the People and Culture Committee.

**Agreed:**

- To note the report and look forward to the quarterly report in September. **(ACTION)**.
- That the Ag. Deputy DG (S&CS) and Suzanne Jacob would meet to discuss areas relating to the race action plan/discrimination. **(ACTION)**

**10. MOTION TO AMEND THE STANDING ORDERS (PAPER REF: IOPC 07/24/10)**

The Chair briefly recalled the previous amendment to the Standing Orders to reduce Board meeting quorum to 3 in response to the challenges around decision-making. In view of the recent additions to the Board membership, the Acting Deputy DG (Strategy and Corporate Services) proposed a motion to increase quorum (effective immediately) to 5 members (with Non Executive members in the majority).

**Agreed:** To support the motion to amend the Standing Orders accordingly.

**ACTION: HEAD OF PRIVATE OFFICE**

**11. APPOINTMENT TO BOARD COMMITTEES (PAPER REF: IOPC 07/24/11)**

The Chair noted the consultations held (and the proposal in the report circulated) to appoint Clive Quantrill as a member of the People and Culture Committee. Since the report was circulated, further consultation had been held to appoint Suzanne Jacob to the Quality Committee. The Chair proposed that the Board appoint Clive Quantrill and Suzanne Jacob as members of the committees respectively.

**Agreed:**

- To appoint (effective immediately) Clive Quantrill as a member of the People and Culture Committee and Suzanne Jacob as a member of the Quality Committee.
- To note the future discussion to be held on co-opting external members and appointing executive members to committees where applicable.

## **12. EMPLOYMENT OF EX POLICE OFFICERS (PAPER REF: IOPC 07/24/12)**

The Chair presented the report to facilitate Board discussion on the policy for employing former police officers or staff.

The Board noted that as set out in legislation, the IOPC Director General cannot have a policing background. Some IOPC employees have policing background, and this had been a long-standing issue of debate ranging from the benefits of their skills, experience and background (and the positive impact on quality) to the risk of potential/perceived conflict of interest and impact on public confidence in the IOPC. The Director General is required to set out and publish a policy in relation to the employment of those with a policing background. The current policy notes the position of the former Director General (restricting the positions of Deputy Directors-General). The policy was being revised in view of developments such as the arrival of a new Director General and the new senior management structure. The revised policy would reflect the position of the current Director General. The document circulated noted the options and the related benefits and potential disadvantages of the IOPC having colleagues with policing background. Also, the Director General's position on restriction (noted in paragraph 2.10) i.e.

- to restrict the most senior roles in the organisation; and
- for other senior posts, include a requirement for candidates with former background in policing to demonstrate how any perceived conflicts of interest could be managed.

The Board considered the options set out in the report, the benefits and associated risks. It supported the nuanced approach adopted and recommended that such approach could be extended to the nature of contract (whether fixed term or permanent contracts posts) of some posts. This may also require a review of the recruitment process (with broader/diverse panel) to ensure candidates demonstrate independent behaviour. It was informed that there are staff panels, and the youth panel is represented for some senior posts.

The Board discussed monitoring and reporting on the impact of the policy for transparency. It was informed that the proportion of employees with a policing background is routinely monitored and a 'trigger' approach (to reporting) had been adopted previously. The current percentage is likely to reduce over time through the new trainee cohorts (who are not from policing background).

**Agreed:** To note the report and support the position of the Director General (noted in paragraph 2.10).

## **13. TRANSFORMATION PROGRAMME – STANDING ITEM (PAPER REF: IOPC 07/24/13)**

The Head of Business Development noted the documents circulated before the meeting, providing the opportunity for further input to the emerging IOPC Transformation programme. He recommended that the Board consider the progress



on establishing a transformation programme, expected ambition for the programme; and reporting requirements to give assurance. He briefly noted the following:

- The pace of progress and some developments since the report was circulated including the invitation to tender recently sent out on the operating model (aimed at activating the transformation). The first elements of the model are expected to be developed by December.
- The feedback received from the People and Culture Committee (PCC) on governance, helping to achieve balance on being agile and getting it right. A proposal is being presented to the Management Board later in the month.
- Recruitment of the Director of Transformation nearing completion. Also, near completion of the work on the change management communications and engagement approach for staff.

## Discussion

The Board commended the work proceeding at pace and advised caution to ensure getting the work right. It discussed the operating model and having a prior understanding of the structure of the desired model i.e. what it means, output and what it would look like etc. Also, the importance of the Director of Transformation input on the developing of the model. A number of board members expressed views about the approach to take in developing the new operating model. It was agreed that in the planning phase the Director of Transformation, working with the consultants, would plan engagement with the members of the Unitary Board over the course of the project. **(ACTION)** It was explained that the business would be working closely with the consultants to ensure that a suitable (evidence-based) model is developed for the organisation.

Whilst emphasising the importance of governance (and acknowledging the related challenges), the Board encouraged strong engagement with non-executive members to ensure they are carried along in moving the programme forward and having a good understanding of the operating model (e.g. how the model is developed, output and outcome etc). In this context, it discussed adopting a joined-up approach, simplicity and coordination. It also recommended a two-tier governance (one focussed on the usual reporting to the Board and the other focussed on the transformation programme and reporting to the Unitary Board). It supported the recommendation of the People and Culture Committee to form a single meeting (comprising all committee chairs (rather than reporting to committees separately) to report to the Board on transformation. **(ACTION)** The Chair informed that the reporting is being discussed by the Management Board and update will be brought to the September Unitary Board meeting.

**Ambition of the Programme** - The Head of Business Development invited Board discussion on how ambition the programme should be. He noted the amendments already made to reflect the Director General's priorities, initial Board discussion and the internal discussions held with teams such as the Operations Management Board and the Strategy and Impact management teams. Amendments were noted on expected performance/capability under the programme. Also, the cost, time and quality – which would help to shape the size, scope and the scale of the programme.

## Discussion

The Board noted and commended the risk parameters set (which has enabled a bolder approach) and advised flexibility to ensure agile approach.

It recalled earlier discussions on the need for better understanding of areas such as the numbers (and complexity) of investigations. Also, improving timeliness (which is limited by external matters outside IOPC control and impact on timeliness). It discussed the possibility of setting some measures on numbers and timeliness and testing/challenging them as the programme progresses, noting the need for balance and given that the organisation could only apply influence in areas which are not within its control. In essence, it recommended focussing on what is achievable (ie within IOPC control) whilst recognising the challenging areas (i.e. those outside IOPC control).

The Board also recommended developing some guiding principles on the transformation, noting areas such as:

- Defining the goal and setting parameters (to enable a bolder approach) serving as the lens through which key questions could be answered;
- De-stratifying the organisation (without losing efficacy);
- Improving connection across the organisation (addressing silo and regional micro culture, etc) and encouraging a one-IOPC;
- Resource/capacity efficiency;
- Noting specific principles around culture, risk and proportionality;
- Posing certain key questions around the significant decisions such as whether such decisions would:
  - improve the complaints system
  - improve oversight of the Police Complaints system
  - improve police accountability,
  - effect change (such as timeliness and cost effectiveness).

The Board discussed the importance of understanding the objectives in advance and setting criteria to measure achievements. For example, where the focus was on leadership and culture, there should be clarity on what was to be addressed under leadership and culture (such as ensuring decision-making at the lowest reasonable level). It also recommended reflecting some people and culture element such as increasing service user voice in programme assumption and reflecting colleagues' 'water cooler' conversations (i.e. colleagues' views on working in the organisation). More technology solution could also be applied to engage service users and improve their experience (such as tracking progress in their matter).

**Emerging Critical Path** - The presenter drew attention to the slide reflecting the emerging critical path (with four phases leading) to (transition to a new model in) April 2025. There were associated risks but the changes were being reviewed to minimise the risks to the organisation and the transformation programme.

The Board briefly discussed the possibility of increasing the pace of work given the limited time but noted that a different way of working had been adopted (where the senior structure review had preceded the new operating model). It also noted that priority was given to mitigating risks such as protecting operational performance (in the face of increasing demand and the burden on teams already working at less capacity (given the cuts made last year). The approach adopted had helped to balance (and address) the different risks.

Continuing on pace, the Board discussed the estimated timing of developing the proposed operating model and was informed that this is envisaged for completion by December to enable transition to the new senior management structure in January 2025.

The Chair concluded by noting the significant work which had gone into producing regular reporting to the Board and committees in the last few months and the need to primarily focus on the transformation work. She informed that the new governance structure would be presented to the next Board meeting in September. After the September meeting, the Chair proposed that transformation would no longer be a standing item on the agenda and reports would be presented to the Board every other month.

**Agreed:**

- To note the report and the progress made.
- To endorse the proposal to present reports every other month (following the September meeting reporting).
- That a plan would be developed for the operating model that includes engagement with Unitary Board members. **(ACTION)**
- That the Head of Business Development will agree single reporting approach with Committee Chairs. **(ACTION)**

**ACTION: HEAD OF BUSINESS DEVELOPMENT/AG. DEPUTY DG(S&CS)**

**14. GOVERNANCE WORKING GROUP – VERBAL UPDATE**

The Chair briefly updated that the Governance Working Group which had been meeting on a bi-monthly basis, would be meeting later that afternoon. The discussion at its previous meetings included agreeing some priorities. It also discussed:

- The recommendations (HASC and Fairfield Independent Review of IOPC) to appoint an IOPC Chair, noting that such appointment would take some time (even in the absence of legislative change). It noted the working group had explored the possibility of an interim chair, the role of the Director General and the Senior Independent Director (SID). This is being discussed with the Home Office.
- Progress on the governance tracker developed/managed by the Private Office. Also, the related risks. The tracker would be shared with all Board members. **(ACTION)**

**Agreed:** To note the report.

**ACTION: HEAD OF PRIVATE OFFICE**

**15. REPORT FROM MEETING OF THE QUALITY COMMITTEE HELD TUESDAY 25<sup>TH</sup> JUNE 2024 - VERBAL**

The Board noted the meeting of the Quality Committee held on Tuesday 25<sup>th</sup> June 2024. The minutes would be circulated in due course. Meanwhile, in the absence of the Committee Chair, the Board noted the areas of discussion including the need for culture shift, improving the experience (and voice) of service users and the importance of gathering quality and current data. Also, how the Committee is being

supported by the Organisational Quality Assurance Group and welcoming Suzanne Jacob (NED) as a new member at the next meeting.

**Agreed:** To note the report.

**16. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD TUESDAY 2<sup>ND</sup> JULY 2024 – VERBAL**

The Board noted the meeting of the PCC held on 2<sup>nd</sup> July 2024. The minutes would be circulated in due course. It noted the discussion which primarily focussed on transformation and other areas such as the people strategy. The PCC also welcomed Clive Quantrill being proposed as a member.

**Agreed:** To note the report.

**17. REPORT FROM MEETING OF THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) HELD THURSDAY 4<sup>TH</sup> JULY 2024 – VERBAL**

The Board noted the meeting of the ARAC held on Thursday 4<sup>th</sup> July 2024. The minutes would be circulated in due course. The discussion included the Annual Report and Accounts (ARA). Other discussions touched on the risks around transformation, the Internal Audit (IA) reports and monitoring the implementation of the annual audit plan. In this context, the Committee discussed emerging issues which are not covered in the audit plan. Following a bilateral meeting (between the Chair and the IA representative), it was assured that the plan was developed to be flexible and accommodate new developments (such as the role of the GIAA in transformation). The Committee also welcomed the annual audit opinion - Moderate (an improvement from the preceding year). External auditors also reported on progress and overall, the Committee was assured.

The Committee Chair noted a prior debate on how risks were dealt with in the organisation and the need for the Board to review the organisation's risk appetite. Since the discussion, the risk recording/reporting had become more simplified and focussed on areas of improvement with timely escalation of necessary risks. The Board was informed that the risk appetite is being reviewed by the July meeting of the Management Board.

**Agreed:** To note the report.

**18. BOARD MEETING ATTENDANCE (PAPER REF IOPC 07/24/18)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**19. FORWARD PLAN (PAPER REF IOPC 07/24/19)**

The Board considered its Forward Plan. This is aimed at ensuring effective forward planning for Board meetings. It provides the opportunity for members to propose and discuss items for future meeting agendas.

The Board briefly discussed the possibility of holding its October meeting in Warrington, providing the opportunity to attend to other matters such as visibility and staff engagement.

**Agreed:**

- To note the document.
- To hold October Board meeting in Warrington.

**20. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 07/24/20)**

The Board considered and noted the meeting dates/venues for 2024/25.

**Agreed:** To note the document.

**ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE**

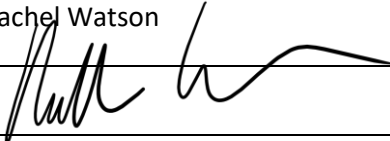
**21. ANY OTHER BUSINESS**

There was no other business.

**22. MEETING REFLECTION**

The Acting Deputy Director General (S&CS) led the reflection, briefly noting the change and positive shift brought by new (executive and non-executive) appointments to the Board. She noted the collaborative approach adopted and the helpful nature of discussion and advise, with constructive feedback and challenge on key issues around transformation.

The Chair closed the meeting and thanked the Board for the positive feedback, advise and constructive challenge which was reassuring, noting feedbacks being taken forward by executives. She wished all a nice summer until the next meeting in September.

<b>NAME</b>	Rachel Watson
<b>SIGNATURE</b>	
<b>DATE</b>	20 <sup>th</sup> September 2024

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
9	Ag. Deputy DG (S&CS)/Suzanne Jacob (NED)
10	Head of Private Office
11	Head of Private Office/Governance Secretary
13	Ag. Deputy DG (S&CS)/Head of Business Dev.
14	Head of Private Office