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Board Meeting Minutes

Date & Time: Wednesday 19th June 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
Rommel Moseley	Non-Executive 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 9)
Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Services
David Emery	General Counsel
Marie Morrissey	Head of Private Office
Amanda Rowe	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, particularly Suzanne Jacob and Clive Quantrill.

2. APOLOGIES

The meeting received apologies from Julia Mulligan (Senior Independent Director) and Amanda Rowe (Acting Director of Operations).

3. DECLARATION OF INTERESTS

There were no declarations of interests.

4. MINUTES OF LAST MEETING HELD WEDNESDAY 15TH MAY 2024 (PAPER REF IOPC 06/24/04)

The Board considered the minutes of the last meeting held on Wednesday 15th May 2024. It proposed amendments (for greater precision) to item items 3, and 10.

Agreed:

- To note the minutes and proposed amendment.
- To approve the minutes at the next Board meeting.

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

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 action 9; the work of the oversight team around the dip sampling case reviews from the Metropolitan Police Service (MPS) to ensure the MPS get it right the first time to avoid IOPC reviews.

Agreed: To note the document.

6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 06/24/06)

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

- Developments since the last Board meeting such as the announcement of the general election on 4th July and the Cabinet Office guidance that applies to the IOPC in the pre-election period.
- Recent engagements with stakeholders, including a meeting with the Senior Political Advisor to Yvette Cooper MP. Other meetings of note are summarised in the report.
- Transformation – this remains a priority and time to discuss the developing approach is set aside under item 9. The Director of Transformation role has been advertised and (with over 100 applicants) has attracted some very strong candidates, with interviews envisaged for July. The transformation plan has been updated to reflect the new Director General's priorities with key measures of success and a range of scenarios on what success would look like.

- The Senior Management Review which forms a part of the wider transformation programme. Following Board steer, the proposed structure is now being shared with colleagues within the scope of the review. Sessions have been held with heads of functions and formal consultation for phase 1 (director posts) begins on 19th June (ending 18th July). A detailed transition plan is being developed to ensure service continuity. It is important to recognise the significance of the restructure proposed, the impact on colleagues and the importance of supporting them through the process.
- Board/Committee membership and quorum – With the appointments of two new NEDs in Clive and Suzanne, there was agreement to review the reduced quoracy arrangements. Following the carried motion to amend the Standing Orders in response to the diminished Board membership, at the next meeting. There was also appetite to consider the membership of committees. Both (Standing Orders and Committee membership) will be reviewed at July meeting. **(ACTION)**
- Pattern of Board Meetings – She noted the hybrid nature of previous Board meetings and asked the Board to consider the merits of holding all Board meetings in the office (by default). Committees have discretion to review their own arrangements.

The Board:

- Welcomed the Director General's comments on transformation given the importance of improving/strengthening understanding of the IOPC with key stakeholders. It also noted support for transformation from key stakeholders who are keen to collaborate and be part of the solution in addressing matters of mutual interest.
- Underscored the importance of public affairs and telling the IOPC story. Also, the importance of adding value in key areas such as Violence Against Women and Girls (VAWG).
- Noted the IOPC colleague standing as candidate at the July election.
- Sought clarity on whether the scope of the Senior Management Review will affect colleagues' location. It was explained that the move towards a more national model (aimed at greater consistency), means there is no effect on location. However, increased office attendance is in progress.
- Noted the recently proposed legislative change to improve the complaints system. It was explained that although a holistic change is required, the proposal is part of the 'quick wins' on improving the complaints system. The proposal will be distributed after the meeting.¹

Agreed:

- To note the report and thank the Director General.
- That Committee membership would be reviewed at the July meeting. **(ACTION)**
- To support the proposal that all Unitary Board meetings would be held (by default) in the Canary Wharf office. **(ACTION)**

7. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 06/24/07)

The Director of Finance and Corporate Services noted the report circulated earlier and summarised key areas as follows:

¹ The note was circulated shortly after the meeting.

- Performance against the Month 1 budget is set out in Annex A. The budget for the year is £71.06m which is a £2.78m overspend on our allocation as we have previously discussed and communicated to the Home Office.
- The headcount figures are detailed in Annex B – noting that payroll accounts for about 75% of our costs and this is carefully managed. Most of the remainder of the budget is semi-fixed costs (buildings and fleet for example).
- Since receiving the additional funding of £5m on 2nd May, work has been ongoing to determine where to deploy the resources, noting the limits to the funding detailed in the letter from the Permanent Secretary. In particular the requirement to spend the full £5m in this financial year, with no impact on following years, makes it very challenging with most of our investment in investigations and reviews being permanent members of staff. We have discussed these challenges with the Home Office.
- Our current plans, which will be discussed by the Management Board before coming back to the Unitary Board, are to achieve Reviews within 30 working days by March 2026 and carry out 300 to 320 Investigations by 25/26. This would create an underspend this year of £1.19m, a deficit next year (on our existing baseline) of £2.83m and a small surplus of £0.39m in 26/27.

The Board sought clarification on the focus of the investment. It was explained that the focus is on the need to increase the capacity of investigations and reviews and the necessary resources to do so such as recruiting an additional cohort of investigators starting in January 2025. Also, recruiting temporary staff for reviews (to reduce backlog) and the related support staff. Other areas of spending are also being identified such as the Improving Operational Delivery (IOD) Programme and the transformation programme, including the additional work on the Case Management System (CMS). The Board also discussed:

- The possibility of outsourcing some of the work. It was informed that this is being reflected in the new way of working (under the IOD programme) to drive efficiency and improve productivity. The Board noted that learning and knowledge is shared to support continued improvement.
- Budget holder's discretion with spending. It was informed that budget holders have some discretion around recruitment and expenditure more generally. Regular month end dialogue with the finance team has allowed the Management Board visibility on our planned expenditure.
- Concerns about the impact on day-to-day business as well as the transformation programme of the additional investment. It was explained that the additional funding has provided a good opportunity to address timeliness and make the necessary and priority recruitments.

Agreed: To note the report.

8. HEADLINE PERFORMANCE (PAPER REF: IOPC 06/24/08)

The Acting Director of Operations briefly highlighted as follows:

- Casework reviews – last year ended at 119 days average time. The KPIs for this year do not reflect the circa 20% increase experienced in the past 6 months. There is further investment in the National Operations Turnaround Plan (NOTP) and 3 additional teams are being recruited later in the year and trained to ensure

increase in ability and productivity levels. Improvement (in timeliness and backlog) will become evident later in the year, reducing backlog to 30 days by March 2026. There have recently been some challenges with productivity linked to the new Case Management System (CMS) and interventions are being implemented to improve productivity.

- Assessment Unit/Mode of Investigation Decisions – Issues around transition to the CMS solution, meant that the team were unable to log referrals for a few days and this created a backlog of 150 (impacting timeliness as noted in the report). The team responded by dedicating 2 weeks to solely focus on the backlog reducing the backlog to 50. A similar measure will be implemented during the summer holiday to address backlog (given staff holiday).
- Referrals – based on the current data the referrals rate of last year (circa 7000), shows little evidence of slowing down. In terms of referrals made into independent investigations we are 15% up on the upper limit of the 280 target. This is being discussed at the next Management Board meeting to determine how to slow this down given the limited capacity in investigations.
- Investigations – the year began with a reduced headcount which is likely to continue until the arrival of new staff in the autumn. The impact of the IOD initiatives should become evident in Q2. Therefore, capacity remains tight. Q1 performance is very good – this is due to the focus on closing older cases (i.e. cases over 12 months old) in Q4 of last year. This may not continue throughout the year given the projected capacity challenges. As noted in the report circulated, around 20% of newer cases are not projected to be completed within 12 months. When the numbers are combined, 30% of our open caseload is either over (or not anticipated to close within) 12 months. Some of those older cases will carry over into 2025/26 and it is more likely that most of the cases currently over 12 months will close this year and impact this year's timeliness KPI. Also, as the year progresses, it is anticipated that performance will stabilise and improve (by next year Q1) with additional staff and embedding new ways of working under the IOD initiatives.

The Board:

- Recommended adopting a 'front loading' approach (or interim capacity). This approach had been adopted in some areas e.g. through the work on national tasking (which involved culture change).
- Considered whether colleagues need support with time management. It was explained that colleagues are being supported on time management, for example to reduce what would be unnecessary or could be deferred (given tight capacity). There is a lack of data on how long each investigation process takes and work is ongoing to address that and improve efficiency. The proposed structure following senior management review aims to support that efficiency.
- Recommended presenting a graphical representation of data to enable contextual discussion (noting current trajectory and interventions etc.) to monitor trends (for better projection) over a period of time. It was informed that work is progressing in this area although it had been impacted by a teething issue in the newly launched CMS. More work would be done on the report to ensure presentation of graphical data.
- Recommended gathering intelligence/qualitative data through engagement with other organisations dealing with people who have had a third party (i.e. indirect) experience with the police (being at the receiving end of harmful police behaviour). It was explained that extensive stakeholder engagement work is being done including other related work such as the Public Perception Tracker

and the Stakeholder Survey about perception. It was agreed that the new members of the Board would be briefed on the work. **(ACTION)**

Agreed: To note the report.

9. TRANSFORMATION PROGRAMME – STANDING ITEM (PAPER REF: IOPC 06/24/09)

The Head of Business Development noted the documents circulated before the meeting and invited input. Meanwhile, he briefly noted the background to the transformation programme (for the benefit of new members) aimed at driving productivity and efficiency in investigation. He highlighted the following:

- Shifting over three strategies from the preceding organisation to the first IOPC strategy and second (current) strategy and becoming more transformative by moving from confidence in the complaints system to improving confidence in policing and how that is being done under the current strategy.
- Board challenge (given the changing environment) on the deliverability and affordability of the current strategy which led to undertaking a strategy stocktake in the autumn. The stocktake noted 5 key changes faced by the organisation including financial pressures etc and the need to increase capability/effectiveness to deliver the strategy.
- This led to the recognition that a transformation programme is needed, adopting a fundamentally different approach to our work and placing specific focus/priority on key areas noted in the slide, but maintaining the same vision that an effective police complaints system can improve trust and confidence in policing.
- This programme is a key part of that strategy taking account of the strategy stock take, the Cabinet Office review and the financial position (including the additional fund received in May). This focusses on 2 elements i.e.
 - Ensure that the complaint system is performing better for the user (in areas of oversight and direct delivery); and
 - Performance (capacity and capabilities) of the IOPC to discharge those two elements of the complaints system.
- The transformation programme aims to ensure that the IOPC is set up to ensure the complaints system can contribute to a growth in confidence. The vision/mission and impact areas (noted in the slides) have been updated to reflect the priorities of the new Director General, noting a complaints system that commands confidence, accessible to all, is proportionate and consistent, flexible/adaptable and represents value for money etc.
- **New operating model to deliver a user-friendly complaints system** – The high-level target operating model had been discussed previously. This sets out 3 broad (and interconnected) elements around working on things that matter, deliver and oversee services that work for users and engage, be involved and influence. Briefing will be arranged for new members. **(ACTION)**
- The programme will enable a paced delivery of the work agreed in the current year's business plan, such as implement the new senior management structure and implement the 4 key changes under the IOD programme etc (as noted in the document).

The Board:

- Recognised the work being done noting elements such as business improvement and the significant work on transformation. It recommended the need for balance (and making time to do the heavy lifting). Also, clarity in understanding the difference. It was explained that it had been challenging to undertake the additional transformation work given the resource constraints, but the additional funding has provided a good opportunity to build on the foundational improvement and pilot more transformative solutions to drive efficiency.
- Noted the significant culture shift which is not to be underestimated. It recommended integrating culture in the transformation programme and ensure culture permeates all areas. Also, ensure that colleagues are carried along, and understand that the culture change is aimed at removing barriers and making it easier to do their jobs with better service delivery for users. It was informed that a piece of work on culture is ongoing, led by the People Directorate. Also, sessions have been held with colleagues which went well. It was reassuring to note that colleagues are acutely aware and are deeply connected to their work with a good understanding of the impact externally.
- Supported the IOD programme and commended colleagues undertaking the change programme work alongside their day-to-day work. It recommended that prior (and periodic) assessment is factored into the pilot programmes (to ensure possible success and where necessary terminate (to avoid prolonging) work where successful outcome is unlikely).
- Recommended exploring automation in areas such as report writing. Also, given the additional funding, it recommended more focus on impact on users with additional needs. This had been considered previously (but hindered by resource) and should now be addressed as part of the broader transformation.
- Recommended a pragmatic approach and caution against being overwhelmed by programme management at the expense of delivering on the real objectives.
- Sought to reflect service user voice within (internal communications) as part of colleagues' 'buy in' (and relating) to transformation. Also, reflect service user input within the IOD programme.
- Drew attention to the expectation (as part of transformation) of increased staff exist (possibly impacting on business as usual) and the need for executives to feel confident about taking the right (and balanced) decisions.
- Considered an acronym around (Least Possible Process Maximum Possible Impact) (LPPMPI) to avoid heavy reliance on process and ensure that transformation recognise the voice of junior/background colleagues who might have information and able to make relevant contribution.

Learning from previous change programmes and good practice – the Board noted that the programme is learning lessons (and adopting good practice) from various sources such as previous change programmes and feedback from staff survey etc.

Structure – the Board also considered the staff structure developed under the transformation programme, noting areas such as:

- Leadership (Director of Transformation being recruited), programme and business change management function etc. A significant number of experienced project managers had been lost (to more competitive salary) but they are now replaced with good/newly qualified people. Other recruitments are ongoing to ensure the right combination/coordination of skills.
- Quality - The proposal to involve the Quality team given the team's primary focus on changing and improving (before incorporating into Business As Usual (BAU) work). This will be discussed further with the Chair of the Quality Committee.

The Board encouraged the involvement of colleagues to partner and become champions of change. It briefly discussed the business development function and was informed that the team is spread out across the transformation programme. It also discussed the previously proposed scrutiny panel on service users for meaningful engagement to assist the structure. It was informed that plans are in progress – a role is being recruited to look at this area including much better recognition of service users and how to get much better service user feedback and gather data.

The Board also reflected on timing envisaged for all the noted recruitments. In this context, it discussed:

- Distinguishing which roles would be interim and short-term contracts. It was explained that this is being considered alongside the Senior Management Structure.
- Discretion/flexibility for the Director of Transformation to develop their team – given that they usually have access to those (from previous roles) with good experience who could hit the ground running. This would impact delivery time. It was informed that the work is progressing on the basis that the Director of Transformation would influence the structure.

Next steps – This includes Management Board undertaking further work and agree the programme vision, impact and outcomes – noting in particular how ambitious the programme could be etc. This should help scope and sequence the work (incorporating flexibility etc). This will be followed by engagement to increase colleagues' understanding of the work. Other steps include, business case sign off, 'Response to Amber' assessment of the IOD programme, new governance to drive the programme/delegation of decision-making and recruitments and evaluation of roles etc. This should be followed by more detailed session with the Unitary Board.

Agreed:

- To note the report and look forward to update at the next meeting.
- That the Head of Business Development will brief new Board members as discussed.

10. APPROACH TO HOME OFFICE AS OBSERVER AT UNITARY BOARD MEETINGS (PAPER REF: IOPC 06/24/10)

The Chair briefly recalled the Board discussion in 2023 on improving accountability (through increased visibility and transparency). A similar recommendation arose from the Cabinet Office (Fairfield) Review (Recommendations 59) which recommended that a senior Home Office official be invited to attend Board meetings (in an observer capacity). Pursuant to the review, a Governance Working Group was established to consider aspects of the recommendations and implementation. In the context of Recommendation 59, the Working Group recommended implementation as follows:

- Invite the Head of the Home Office Sponsorship Unit (HOSU), Jodie Gibson, to routinely observe Unitary Board meetings for an initial period of six months, starting in July 2025.
- The Head of HOSU will receive Board meeting documents at the same time as Board members.

- The Chair will reserve the right to hold closed sessions where they consider it appropriate, however this will be applied sparingly.
- Objectives should be agreed, drawing on the [ALBs Sponsorship Code of Good Practice](#). The four key principles of which are:
 - Purpose – a mutual clear understanding of the purpose of the ALB
 - Assurance – a proportionate approach to assurance
 - Value – mutual sharing of skills and experience
 - Engagement – open, honest and constructive relationships.
- To conduct a review of the initial observation period (July – December 2024) in January 2025 to determine next steps.
- To consider the approach to observing Unitary Board committees once the initial Unitary Board observation period had concluded so it may inform it.

It was noted that such representation is not new as this already exists with other Arms Length Bodies (ALBs).

The Board endorsed the proposed approach. It briefly discussed the possibility of a reciprocal arrangement with the Home Office and developing criteria for evaluating the attendance/representation. It was informed that a maturity assessment conducted last year which could be considered in this regard. **(ACTION)** It also recommended that reciprocity could be built into the objectives reflecting mutual confidence in the governance arrangement. Also, some assurance around being supported/sponsored in order to be a more effective organisation.

Agreed:

- To adopt the recommendations.
- That the Director General will communicate with the Home Office as necessary. **(ACTION)**

11. REPORT FROM THE PEOPLE AND CULTUR COMMITTEE (HELD 24/05/2024) (PAPER REF IOPC 06/24/11)

The Board noted the Committee meeting was held on Friday 25th May 2024. The minutes has been circulated. The Committee Chair briefly highlighted the further work around the annual committee survey on effectiveness, noting what could be done differently to support the organisation during its critical time of development.

The Board also, recommended linking to the (previous and) broader development programme for members as part of Board (and the organisation's) effectiveness and adopting an integrated approach in being a more effective organisation. It recalled the previous work done on Board effectiveness and impediment (to continuity) from the challenges faced in the past few months. It recommended activating the work. It was explained that discussions have been held on the previous work done and continuity with the previous work (the Board had committed to) going forward.

Agreed:

- To note the report and look forward to receiving update.
- To recommend that the work (on Board development) start afresh given the arrival of new members. **(ACTION)**

12. AMENDMENTS – CODE OF PRACTICE AND DECISION-MAKING FRAMEWORK (PAPER REF IOPC 06/24/12A-B)

The Board took account of the ongoing review work being done by the Governance Working Group and noted that in the meantime, some of the governance documents require urgent amendments for example, given the arrival of the new Director General and others. These are noted below.

A. CODE OF PRACTICE

This is amended to reflect the current Director General as the Accounting Officer.

B. DECISION-MAKING FRAMEWORK

The amendment is made to recognise the new role of the Director of Finance and Corporate Services and delegating them the decision-making responsibilities which previously rested with the Head of Finance.

Agreed: To note and approve the amendments.

13. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/24/13)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

14. FORWARD PLAN (PAPER REF IOPC 06/24/14)

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.

Agreed: To note the document.

15. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 06/24/15)

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

Agreed: To note the document.

ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE

16. ANY OTHER BUSINESS – FORMER DIRECTOR GENERAL

The Board noted that the trial of the former Director General is imminent. Colleagues will be briefed and support provided where necessary.


17. MEETING REFLECTION

Rommel Moseley (Non Executive Director) led the reflection, recalling (for the benefit of new members) – the origin of Board reflection introduced in 2022 as part of being more ‘unitary’ in nature. He welcomed contributions from new members and perspectives from all members. The Board acknowledged the improvement in relations with the Home Office since the arrival of the new Director General. It also welcomed the:

- Good (and succinct) resources report and the extensive discussion on transformation including proportionality and service user needs. Also, the importance of recognising (and integrating) culture in change for the organisation.
- Recommendations around making a distinction between BAU improvement and improvement aimed at transformation. Also, ensure colleagues are part of the journey.
- Culture change and recognising the role/work of the People Directorate as key to successful delivery.
- Discussion around board development and supported the view on graphic/visual presentation of data.

It noted that timeliness remains a concern and was assured that this is being addressed and progressing well. Overall, it commended a positive (and well timed) meeting.

The Chair closed the meeting, thanking the Board for the contribution which has increased confidence in the direction of the transformation programme to help drive the organisation forward. She informed that the actions around Board development are being taken forward and looked forward to working with everyone.

NAME	Rachel Watson
SIGNATURE	
DATE	17 th July 2024

Schedule of actions

Agenda Item	Action by
6 & 11	Head of Private Office
8	Head of Business Development
10	Head of Private Office/DG