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## Board Meeting Minutes

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**Date & Time:** Wednesday 15<sup>th</sup> May 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 (via Teams)
Rommel Moseley	Non-Executive Director
Julia Mulligan	Senior Independent Director (SID)
Rachel Watson	Director General/Chair

**In Attendance:**

Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Services
David Emery	General Counsel
Olive Jones	Director, People (Item 9)
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. The meeting also welcomed the Chair who was attending her first Board meeting since assuming office as Director General.

**2. APOLOGIES**

The meeting received apologies from Steve Noonan.

**3. DECLARATION OF INTERESTS**

The meeting noted declarations of interests from:

- Executive members under item 9.
- The SID as Chair of the Gangmaster and Labour Abuse Authority (GLAA).

**Agreed:**

- To note the declarations.
- That executive members collective declared interest in item 9 was sufficient, and they would remain and participate in the meeting for item 9.

**4. MINUTES OF LAST MEETING HELD FRIDAY 19<sup>TH</sup> APRIL 2024 (PAPER REF IOPC 05/24/03)**

The Board considered the minutes of the last meeting held on Friday 19<sup>th</sup> April 2024.

**Agreed:** To note and approve the minutes (for signature) as an accurate record of the 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.

**Actions:**

- To provide an update on the root cause and impact of increased demand on reviews from the Metropolitan Police Service (MPS). The Board noted the report from the oversight team speaking to the root cause of the increased demand and recommended actions to address them.
- To conduct a future deep dive on the IOD programme. A preliminary meeting has been arranged.

The Board briefly discussed the merits of IOPC representation at the meeting of the London Policing Board to improve understanding around complaints issues. It also noted key areas for collaboration with stakeholders and encouraged strengthening existing relationship with Mayor's office.

**Agreed:** To note the document.

## **6. DIRECTOR GENERAL – UPDATE (PAPER REF IOPC 05/24/06)**

The Director General noted the report circulated before the meeting, reflecting her priority for the IOPC to be independent, fair and effective, and trusted to be so by policing and the public. Also, the importance of the organisation being confident in everything it does and using good investigation to drive change through the wider system. She also highlighted as follows:

- The warm welcome she had received since joining the IOPC.
- Her ongoing visits to regional offices and positive discussions with a wide range of staff, whose professionalism and commitment to public service she commended.
- She welcomed views on change and moving to a model where there is greater consistency across decision-making and adopting a risk-based approach to investigations and writing investigation reports.
- The challenges around culture change and the value of input from non-executive members in shaping culture.
- The potential impact of the senior management review on the transformation programme, leading to a new operating model. and the important role a new director of transformation could play.

The Board:

- Commended the DG's report and the key themes it addressed.
- Welcomed adopting a risk-based approach and recommended ARAC oversight.
- Acknowledged the complexity of the organisation and its work and the need for clear, simple and focussed reporting (including around decision-making) and the resources applied.
- Supported recruitment at a senior level to lead the transformation programme. Also, adopting a 'future-facing' IOPC around stakeholder communication.
- Recommended identifying opportunities for IOPC supporting voices through events such as the Parliamentary event recently held.
- Noted the task and finish group on governance and views on proposed changes (to DG/Chair) and timescale. It was explained that the Home Office had sought IOPC views and options had been proposed including legislative change, noting delay, risks and mitigation. The governance group is considering these options and will report in due course.

**Agreed:**

- To note the report and thank the Director General.
- To note that the Home Office is keen on/considering the previous recommendation around attendance at future Board meetings.

## **7. UPDATE TO BUDGET POSITION (PAPER REF: IOPC 05/24/07)**

The Director of Finance and Corporate Services presented the document and noted as follows:

- An update on what was considered at the April meeting (a budget overspend of £1.95m) with a deficit of £2.78m. There was discussion around mitigation of the risks involved and subsequent communication was held with the Home Office.

The update of £2.78m was provided and this is presented for confirmation – this formed the basis of the budget delegated to budget holders.

- Since completion of the budget, a letter had been received from the Permanent Secretary allocating an additional £5m to the budget (for the financial year) to cover the deficit and other specific areas of investment for improved performance. Work is in progress to develop delivery plans.
- There are a number of challenges to be addressed and this will be discussed at the next meeting of the Management Board.

The Chair informed that the planned meeting with the Head of Sponsorship Unit (HoSU) for discussion on some of the assumptions around the letter from the Permanent Secretary could not be held and is being rearranged.

The Board briefly discussed:

- The pay award, sustainability and the associated risks. It noted that this will be raised with the Home Office.
- Focussing on 3 key areas of transformation for the financial year and applying funding accordingly for evidence-based impact. The Chair welcomed input (under item 10) on the key areas to be identified for additional investment.
- Being agile and the related culture challenges. It was explained that part of the transformation is aimed at investing in people, capabilities and changing culture.
- Establishing a Transformation Unit (led by the Director of Transformation) supported by colleagues (at different levels) seconded (as champions of change) from across the organisation to enable real focus and effective delivery.

**Agreed:** To note the report and approve the proposed approach to budget delegation.

## **8. FINANCIAL SCHEME OF DELEGATION (PAPER REF: IOPC 05/24/08)**

The Director of Finance and Corporate Services presented the document and amendments. This had previously been considered by the ARAC at its April meeting. The ARAC recommended the document for Board approval.

The Board supported the document and noted some areas with layers of approval. It recommended that the document be simplified (to avoid complexity) in application and maintain a risk-based approach.

**Agreed:**

- To approve the document.
- That the application would be simplified in some areas to ensure a user-friendly document.

## **9. SENIOR MANAGEMENT REVIEW (PAPER REF: IOPC 05/24/09)**

The Director, People presented the document and noted as follows:

- The previous presentation from PA Consulting (external consultants) and discussion at the last Board meeting which agreed that the revised structure (noted in Annex 1) await arrival of the new Director General.
- Since arrival, the Director General has considered the document with Management Board discussion and further revision (noted in Annex 2) based on

reasons such as building resilience (given the complexity of the organisation's work), clarity in decision-making and enabling career progression for talent retention.

- There was a slight amendment to the corporate element but in essence, the document reflects a streamlined senior management structure. There is a Management Board which provides efficient support through the heads of service to enable the executives/directors focus on strategy and engagement with key stakeholders etc and raising the organisation's profile.
- The document remains a work in progress – with a large bank of control for senior managers, bringing operational and strategic elements together. This reflects one of the key discussions around clear roles and responsibilities.

The Board discussed and recommended as follows:

- Aligning the structure with the desire to address silos. It recalled the earlier Board discussion that structure is only a part of addressing silos and the critical role played by culture. In this context, the Director emphasised the importance of coordination, which is heavily dependent on occupants of key roles, ensuring a culture of coordination.
- Reviewing the title of the executive director and having a director of cybercrime/security.
- Reconsider governance and private office as separate functions (and address the concerns around checks and balances and avoiding conflict of interest). Also, consider a Director (rather than Head) of Governance (with supporting Secretariat), to oversee governance across the organisation. It was noted that part of the function of the role is reflected in strategy and engagement.
- Leadership of change - Consider a separate unit for transformation led by a Director of Transformation. This role is pivotal to change and should (reflect in the structure) report to the Director General. It was informed that with the additional funding, (fixed-term) recruitment of Director of Transformation is in progress. The role will also help improve and simplify the transformation work, including coordination with the people aspect.
- Change around BAU work - focus on the importance of process and improving and simplifying to ensure process is easily translated to reality. Also, the impact on areas such as Job Description, periodic reviews and personal development etc. The Director informed that there is capability in the People Directorate to respond to the impact of change on job role/profile etc.
- Next steps - The Director briefly noted the next steps and timelines including reporting to the next meeting of the People and Culture Committee in May, engagement meetings with Directors and Heads of Service (on the proposed structure) in June and formal consultation with all directors (also in June). Implementation of Phase 1 is envisaged from 1<sup>st</sup> September involving assimilations, ring-fencing posts and external recruitments.

The Board briefly discussed the importance of:

- Being agile and expediting external recruitments. It was informed that some recruitments are already in progress, noting the progress made around simplifying the procurement process. It also noted other recruitment challenges such as individual notice periods. It agreed that this could be addressed through negotiation of (leaving dates for) voluntary exits.

- Identifying the right candidate (to lead change). It agreed that the Director will liaise with Christine Elliott on sources of recruitment and circulate advertisement widely. **(ACTION)**

**Agreed:**

- To note the report, the progress made and proposals.
- To note the next steps and timelines etc.

**10. TRANSFORMATION PROGRAMME (PAPER REF: IOPC 05/24/10)**

The Acting Deputy DG (Strategy & Corporate Services) noted the document circulated before the meeting, aimed at seeking early input (from members) to the emerging IOPC Transformation programme. She highlighted the following:

- The basis for transformation (previously discussed), emerging thinking and the upcoming Management Board session to discuss transformation and conduct a deep dive into the IOD programme to identify areas of priority to apply the additional funding which provide an opportunity for an ambitious transformation and positive change. Also, to renew focus around change such as addressing capabilities (e.g. recruitment of a Director of Transformation).
- Identifying areas of investment for the current financial year impacting on perception of the IOPC.
- Addressing change fatigue/uncertainty fatigue and ensure realistic effect on jobs and how colleagues do their work.
- The 3 key questions (noted in the slides) around ambition for the transformation programme, the content, impact envisaged and capabilities required for the programme. Also, the emerging vision for the programme and the changes planned. She welcomed Board reflection.

**The Board:**

- Welcomed the additional funding and alignment with the delivery of more quality (and speedy) investigations. It acknowledged the related (and significant) challenge, including the risks around capabilities and the expectation of the delivery of instant results as well as the one year timeline.
- Noted the issue of resources/capabilities to be applied to ensure speedy delivery of the work within the timeline. Also, developing a plan to assist in measuring impact. It was explained that this is reflected in the IOD programme. Two major changes are being reported (around transcription and report writing decisions, with significant savings in resources) to the Programme Board by the end of the month. Benchmarking is also being considered to measure productivity gains and the impact on service users.
- Welcomed the significant change brought by the Case Management System (CMS) (including around data analytical capabilities), noting that data management remains a gap to be addressed.
- Recommended some guiding principles around the planned work (noted in the slides), including clear leadership and identifying three top areas for tangible change, agile working, setting clear targets, and tight financial management.
- Recommended appointing change partners (to support the Director of Transformation) acting as champions of change and regularly updating teams. Such champions could be drawn from all levels across key areas of the business.

- Discussed considering what good looks like (led by the Director of Transformation) – drawing examples from other sectors (public and private). Also, developing (and shaping) a clear vision of what the organisation should look like in 2-3 years' time. Also, the risks around timing and delivery, and developing a plan around the additional fund and ensure maximised benefits.
- Underscored the importance of learning lessons and asking key questions around barriers (to effective delivery) and how to address them. It noted barriers such as resources, people/capability gap and culture. It was informed that barriers had been discussed and had influenced the work on the review on the senior management structure review.
- Considered a new operating model for the organisation in order to deliver its vision on improving the police complaints system.
- Recognised that the transformation work was developed prior to the additional fund received. The additional fund means more to be done for a seismic shift in attitude/culture and process, to enable being agile and empowering colleagues to work differently.

The Chair informed that the focus of the next Management Board meeting is broadening transformation, looking at the IOD programme and filling gaps to ensure the right level of (and achievable) ambition is reflected. The Chair also noted the discussion around capabilities and considered seeking (possible short term) support from the Home Office in key areas such as analytics.

The Board recalled the previous discussion on capabilities around public affairs and crisis management. It was explained that additional resources had been agreed in the business plan for public affairs and crisis management work. There was now also the possibility of extra funding. In light of the crucial importance of these activities, an outcomes-based plan, with optional new activities, would be prepared. **(ACTION)**

**Agreed:**

- To note the document and the discussion around capabilities and other areas (above) and look forward to receiving update from the discussion at the next Management Board meeting.
- That transformation will be a standing item on the Board meeting agenda for the foreseeable future. **(ACTION)**

**11. DATA STRATEGY (PAPER REF: IOPC 05/24/11)**

The Director of Finance and Corporate Services noted the document circulated before the meeting and the extensive (internal and external) consultation held prior to Management Board approval. He sought approval on the strategy which aligns with the reviewed corporate strategy and the government functional standard as well as the ongoing transformation. He noted areas of further/ongoing work (to ensure resilience and sustainability).

The Board welcomed the document and commended the work done and progress made to date. It recommended further work to develop a supporting plan reflecting specifics (such as where data is held etc). It discussed the significant risks around data and agreed to refer the document to the Audit and Risk Assurance Committee (ARAC) for scrutiny and oversight. **(ACTION)**

It also agreed that Christine Elliott will be consulted for input and guidance on the document. **(ACTION)**

**Agreed:**

- To note the work done and progress to date.
- To refer the document to ARAC for scrutiny and recommendation to the Board.
- That Christine Elliott will be consulted for input/guidance on the document.

**ACTION: DIRECTOR OF FINANCE AND CORPORATE SERVICES**

**12. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) (HELD 18/04/2024)**

The Board noted that the ARAC meeting was held on Thursday 18<sup>th</sup> April 2024. The Committee Chair gave verbal report to the April Board meeting. The minutes of the meeting has been circulated to the Board.

**Agreed:** To note the report.

**13. ARAC ANNUAL REPORT (PAPER REF IOPC 05/24/13)**

The Board considered the final annual ARAC report. It noted that the draft was considered by the ARAC at its April meeting.

**Agreed:** To note the report.

**14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 05/24/14)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**15. FORWARD PLAN (PAPER REF IOPC 05/24/15)**

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.
- That for the foreseeable future, transformation would be a standing item on the Board meeting agenda. **(ACTION)**

**16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 05/24/16)**

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

**Agreed:** To note the document.

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

**17. ANY OTHER BUSINESS**

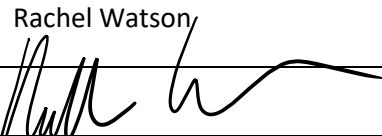


There was no other business.

**18. MEETING REFLECTION**

The Acting Deputy DG (Strategy & Corporate Services) led the reflection noting the discussion in key areas of transformation, alignment with other areas (which should inform the next discussion at Management Board). Also, welcoming the additional funding which provides the opportunity to broaden ambition, add value and address the related risks.

The Chair closed the meeting, thanking the Board for the warm welcome to her first meeting, and the interesting and constructive discussion held. She acknowledged there is a lot to do and looked forward to working together.

<b>NAME</b>	Rachel Watson
<b>SIGNATURE</b>	
<b>DATE</b>	17 <sup>th</sup> July 2024

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
9	Director, People
10 & 11	Director of Finance and Corporate Services