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Board Meeting Minutes

Date & Time: Wednesday 20th November 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
Julia Mulligan	Non-Executive Director/SID
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

In Attendance:

Rob Barnes	Director of Transformation (Item 7, 8 &12)
Margaret Bruce	Governance Secretary
David Cryer	Director of Finance and Corporate Resources
David Emery	General Counsel
Jodie Gibson	Head of Sponsorship Unit (Home Office)
Marie Morrissey	Head of Private Office
Amanda Rowe	(Ag. Director of Operations)
Misha Upadhyaya	Chief of Staff

Vic Shepherd	Capgemini (Item 7)
Caoimhe Thornton	Capgemini (Item 7)

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 Steve Noonan (Ag. Director of Operations) who was away representing the IOPC at a (NPCC) discrimination panel.

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 23RD OCTOBER 2024) (PAPER REF IOPC 11/24/04)

The Board considered the minutes of the last meeting held on Wednesday 23rd October 2024 and agreed amendment to item 3 (Rommel Moseley as a member of the HM Prison & Probation Service (HMPPS) Board).

It **agreed** to approve the amended minutes for the Chair's signature and publishing on the website.

5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 11/24/05)

The Board considered the pending actions on Board development day (now confirmed for 12 March 2025), report on broader discussion on Hillsborough and report on performance recovery plan. It noted that updates will be reported to the next Board meeting. Also, the discussion on the frequency of Board meetings which will be reflected in the recommendations of the Governance working Group (GWG).

Agreed: To note the document.

6. DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 11/24/06)

The Director General welcomed feedback on the revised format of the report circulated before the meeting and highlighted the following:

- Government relations – was going strong noting the meetings held with a variety of bodies including a No 10 meeting attended (with Policing leaders and Chaired by the Prime Minister) on police system reform.
- IOPC participation in the recently announced police reform aimed at driving standards in policing and the government White Paper to be published in 2025
- People matters – progress made on senior management and support staff review, and in filling posts across the organisation including the recent appointments of the Interim Head of Comms and Steve Noonan as the Deputy Director General (Investigations, Oversight, and Casework). Also, the steps being taken to address attrition. Staff engagement had continued, and the Director General's Office was now fully functioning. Meetings were being arranged with NEDs to discuss and seek views on a variety of matters.

- Management Board focus areas – these included improving relations with the PCS leadership, noting the positive meeting already held to work collaboratively, the new national delivery model being developed (discussed below) to change relationships with local policing partners and other stakeholders.
- Coverage of the Martyn Blake trial and the impact on the IOPC. Also, the IOPC response to (and managing the misperception from) the breach of editorial guidelines by the BBC Panorama broadcast. The planned review of the communications strategy following the arrival of the new Interim Head of Comms.
- The Director General's key objectives were stated for the financial year and the progress made to date. This will continue to be updated going forward.

The Board welcomed the Director General's report and the innovative approach in stating her annual objectives and assessment of progress (a good indication of openness, transparency and engagement). It recommended that the number of objectives be reduced (to be focussed, realistic and achievable) and include financial efficiency. Also, aligned with NEDs objectives.

The Board discussed the areas of concern for Management Board, including critical areas such as ensuring an effective delivery model, installing senior leaders and developing stakeholders' understanding of the new model etc. It noted the significant work on change and the need to be realistic and prioritise. It agreed that the Director General's revised format (stating objectives/expectations and progress) will help shape Board discussion on progress going forward.

The Board noted the previous concerns on the impact of transformation on stakeholders, it recommended receiving progress report on key stakeholders' feelings on the transformation.

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

7. TRANSFORMATION UPDATE (PAPER REF: IOPC 11/24/07)

The consultants (Capgemini) updated the meeting on: the ongoing work including the assessments conducted and engagements held (on the new delivery models including independent investigations and organisational structure); how the engagement work interacted with other areas such as structure and data collection/analysis to support strategic and operational service and related governance to ensure local knowledge is maintained; and looking at processes and performance, identifying priority areas to ensure alignment with other work and ensure efficiency.

The Director of Transformation noted the progress on areas such as the Senior Management Review (SMR), delivery model (noted earlier) and operations etc. The new Transformation Assurance Group had been convened to manage the delivery of key areas of change. He highlighted the key challenges/risk areas and how these were being managed. He noted the critical path following work on the delivery model and SMR, the next steps on transformation and the delivery models.

The Board considered the impact of transformation on the day-to-day tech support for teams in decision-making and easing process and communications as well as

prioritising. It noted example of the ongoing work aimed at maximising the capacity of the Case Management System (CMS) to improve processes and other functions.

The Board discussed the possibility of using the engagement work being done to highlight/assess organisational culture and attitude to (as well as appetite for) change. It noted the need for staff engagement to clarify what transformation means given the many initiatives previously implemented. It also discussed the core deliverables around structures, the related resources and making real savings/gains. It noted that this area was covered in the new delivery model.

The Board recommended introducing pilots in some areas as part of changing mindsets. It noted that this approach was already being adopted under the IOD programme and had delivered efficiencies in areas such as transcription. It recommended clarity on areas of improvement and was informed that these were reflected in the ambitions discussed at previous Board meetings, but further discussion would be held on how this could be reflected in the KPIs going forward. **(ACTION)**

The Board considered potential barriers to the successful delivery of transformation such as colleagues who might disagree with the direction of transformation. It noted that key groups had been identified and engagement intensified to ensure inclusion in shaping the transformation. It also noted other staff engagements through the Director General's roadshows and management engagement with the PCS leaders. The Board reiterated the importance of communication in cascading information to colleagues to ensure clarity and good understanding of the message/purpose of transformation.

Agreed: To note the report and thank the team for the work being done.

8. QUARTERLY PERFORMANCE REPORT (PAPER REF: IOPC 11/24/08)

The Board considered the report circulated before the meeting and the revised report format presented for feedback. It noted the following:

- The ongoing work on the recovery plan across operations.
- The current overall rating (amber) and the recovery plan being developed to address performance including the National Operations Turnaround Plan (NOTP) (which had increased the productivity of case managers by 28%), adopting a proportionate (and speedier) approach to reviews, developing specialist teams and streamlining referrals etc.
- The key areas of progress included the 'know your rights' campaign', the Senior Management Review (SMR) and key investigation efficiencies under the IOD (such as transcription/report writing template). The stakeholder management system was aimed at sharing information for collaborative working across the organisation.
- Other work in progress included addressing the 'victim blaming language', 'getting it right the first time' and the operations manual. The discrimination report was being published soon, followed by guidelines. Work was ongoing in readiness for the government accountability review and the Hillsborough plan. A report on Hillsborough will be presented to the meeting in due course. **(ACTION)**

- Recruitment – New cohorts expected next year. Additional initiatives included developing platform for knowledge sharing and new ways of conducting severity assessment. Also convening a case management group to prioritise investigations and resources to address timeliness. A senior investigations technical lead had just been recruited for overview of the production line and improving quality and timeliness in investigations.

The Board commended the work done on the recovery plan. It discussed the importance of tracking the benefits of transformation and agreed that this would be reflected in the overall KPI going forward. Meanwhile, it noted areas such as the Electronic Document Records Management System (EDRMS) which had enabled better data management. It agreed that a session will be arranged for NEDs to discuss the new report format **(ACTION)**

The Board considered race equity and the need to ensure representation on panels to reflect the subject matter for panel discussion (noted in paragraph 2.23 of the report). It noted that the People and Culture Committee had discussed the importance of data availability on community representation in the organisation.

It reiterated the impact of communication on key areas of work such as the ‘know your rights’ and ‘getting it right the first time’. Julia Mulligan agreed to share some feedback received from stakeholders. **(ACTION)**

Agreed: To note the report.

9. QUARTERLY RESOURCES REPORT (PAPER REF: IOPC 11/24/09)

The Director of Finance and Corporate Resources noted that information was yet to be received on the budget for the next Financial Year. RDEL forecast remained against revised budget. Meanwhile, the underspend in the current year continued to be discussed by Management Board and managed. The Home Office had been informed on the related risks and the actions being taken to address them. The Board was asked to note the financial results at the end of September and approve the proposed budget reallocation (in Annex E).

Agreed: To note the report and approve the budget reallocation.

10. DIGITAL AND DATA STRATEGY (PAPER REF: IOPC 11/24/10)

The Board considered the strategy for approval following recommendation by the Management Board and Audit and Risk Assurance Committee (ARAC). It noted the ongoing work to ensure alignment with the transformation programme.

The Board discussed the good governance structure and teams in place (and areas for development) for the strategy to ensure good user experience and compliance. It welcomed the technology aspect and discussed the realisation of the related intelligent insight. It agreed that this required engaging with the business to determine the data insight and other tools required.

It noted that the preliminary work would focus on data (with service user focus) followed by a unified approach (i.e. data and insight) with increased AI ambition. It

recommended that the strategy outcome be revised to reflect the desire to 'drive efficient productivity and be cost effective'.

Agreed: To note the report and approve the strategy (subject to the amendment).

11. IOPC ESTATES STRATEGY (PAPER REF: IOPC 11/24/11)

The Board considered the Estates Strategy for approval following recommendation from the Management Board and ARAC at its October meeting. It noted the background to the strategy which sets out the approach adopted in each regional office, taking account of matters such as the geographical footprint, and remote/hybrid working etc. The Board discussed the rationale for keeping the Croydon and Canary Wharf offices. It commended the revised strategy.

Agreed: To note the report and approve the strategy.

12. BUSINESS PLANNING APPROACH FOR 2025-26 (PAPER REF: IOPC 11/24/12)

The Board noted the work done and the approval sought on the proposed approach to developing the IOPC Business Plan for the next Financial Year (2025/26). This included the ongoing work to align the business plan to the budget and transformation programme. It noted the risks and mitigating measures as well as the timeline for developing the plan with phased activities. Phase 1 (noting the ambitions and priorities etc.) will be presented to the December meeting of the Management Board followed by the January meeting of the Unitary Board.

Agreed: To approve the proposed approach and look forward to the update at the next meeting in January 2025. **(ACTION)**

13. FRAMEWORK AGREEMENT (PAPER REF: IOPC 11/24/13)

Approval was sought to amend the Framework Agreement. The Board noted the background to the document and the proposed areas of amendment. The amendments were made consequent to the recommendations of the Fairfield review (considered by the Governance Working Group on the Direction of the Unitary Board).

The Board also noted that all the recommendations had been adopted except one (i.e. mode of engagement with external stakeholders). It also noted the pending matter relating to the Independent Chair. Julia Mulligan agreed to circulate slides from her recent (Civil Service College) NEDs training on good practice on Framework Agreement. **(ACTION)**

Agreed: To approve the recommendations noted in the report.

14. ANNUAL REPORT AND ACCOUNTS (ARA) (PAPER REF: IOPC 11/24/14)

Board approval was sought on the document which had been reviewed/approved by the Management Board and the ARAC at its October meeting. The foreword was being finalised by the Director General. Also, the audit was nearing completion and the final document should be forwarded (later in the week) to the Home Office for signoff.

The Board discussed and recommended clarification on (page 173) investigations in the 2020s where productivity had been significantly (rather than gradually) affected by factors such as the pandemic, and the impact of the new conduct regulations which changed the nature of the work. It also noted other reports which complement the ARA such as the IOPC annual impact report.

Agreed: To approve the Annual Report and Accounts.

15. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD MONDAY 30TH SEPTEMBER 2024 (PAPER REF: IOPC 11/24/15)

The Board noted the meeting of the PCC held on Monday 30th September 2024. The Committee Chair noted the minutes circulated before the meeting and the verbal update provided at the last meeting, including the first discussion on culture and data on career progression of ethnic minority colleagues in the organisation.

Agreed: To note the report.

16. REPORT FROM MEETING OF THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) HELD WEDNESDAY 16TH OCTOBER 2024 (PAPER REF: IOPC 11/24/16)

The Board noted the ARAC meeting held on Wednesday 16th October 2024. The Committee Chair noted the minutes circulated before the meeting and the verbal update provided at the last meeting. The Committee Chair also commended the Director of Finance and Corporate Resources for enabling a more focussed/succinct reporting.

Agreed: To note the report.

17. REPORT FROM THE MEETING OF THE PEOPLE AND CULTURE COMMITTEE (PCC) HELD TUESDAY 5TH NOVEMBER 2024 - VERBAL

The Board noted the meeting of the PCC held on Tuesday 5th November 2024. The minutes will be circulated in due course. Meanwhile the Committee Chair highlighted the key areas including L&D strategy.

Agreed: To note the report.

18. BOARD MEETING ATTENDANCE (PAPER REF IOPC 11/24/18)

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

19. FORWARD PLAN (PAPER REF IOPC 11/24/19)

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 add Hillsborough to the Forward Plan. Also, to discuss Board membership at the January meeting. **(ACTION)**

20. DATES, TIMES/VENUE OF FUTURE MEETINGS (PAPER REF IOPC 11/24/20)

The Board considered the document presented and noted some dates in the next Financial Year which might have to be reviewed (i.e. June and July 2025). It also considered the nature/format of meetings going forward and agreed to have future discussion in this area including frequency of meetings.

Agreed: To note the document and progress on arrangements for the board development day.

ACTION: GOVERNANCE SECRETARY/HEAD OF PRIVATE OFFICE


21. ANY OTHER BUSINESS

There was no other business.

22. MEETING REFLECTION

As a relatively new Board member, Suzanne Jacob reflected on the positive feeling on the Board with a strong sense of common purpose and forward movement/direction for the organisation. The Board noted communication as an important and common theme for the organisation given the changing circumstances faced going forward.

Board Training - The meeting was following by the annual training on Data Protection.

NAME	Rachel Watson
SIGNATURE	
DATE	22.01.2025

Schedule of Action

Agenda Item	Responsibility
7, 8, 10	Director of Finance and Corporate Services
19, 20	Head of Private Office