

# Unitary Board Meeting Minutes

---

**Date & Time:** Wednesday 11 June at 10:30hrs

**Venue:** Canary Wharf Room 2.10

## Members Present

Kathie Cashell	Deputy Director General, Strategy, Engagement and Communications
David Cryer	Director of Finance and Corporate Resources
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Senior Independent Director
Steve Noonan	Deputy Director General Investigations, Oversight & Casework
Clive Quantrill	Non-Executive Director
Rachel Watson	Director General/Chair

## In Attendance:

Elinor Howard	Head of Public Safety & Immigration Sponsorship, Home Office
Rob Barnes	Director of Transformation item 7 only
Olive Jones	Director of People, item 10 only
David Emery	General Counsel

### 1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate. The Chair welcomed members and attendees to the meeting.

### 2. APOLOGIES

There were no apologies.

### 3. DECLARATION OF INTERESTS

Julia Mulligan declared an interest as Chair of the Gangmaster and Labour Abuse Authority (GLAA). The Board noted this and agreed that no further action was required.

### 4. MINUTES OF THE LAST MEETING HELD ON 14 MAY 2025

The Board considered the minutes of the last meeting held on 14 May 2025.

It agreed to approve them as an accurate record of the meeting to be signed by the Chair and published.

### 5. MATTERS ARISING/ACTION LOG

The Board noted there were no outstanding actions.

## **6. DIRECTOR GENERAL UPDATE**

The Director General spoke to her circulated report. The Board discussed and noted the following in particular:

- The Board was updated that Rick Muirhas has now moved to the Home Office as the Home Secretary's personal advisor on policing.
- Concerning the spending review, it was noted that from press reports that the Home Secretary had not finalised their settlement until Monday. It is clearly a challenging settlement that will need a review by the Home Office before allocations for next year and beyond are decided.
- A brief discussion regarding the external challenges faced by the IOPC, including last week's decision concerning Steve Rodhouse. This case provides us with valuable learning, particularly around disclosure, and we are currently addressing this as a lesson learned, with the Metropolitan Police.
- The Director General's force visits have continued including recently with Warwickshire and Bedfordshire. At both visits the importance of our positive working relationships was discussed. The Directors of Engagement attended both visits alongside Director General, which has further emphasised how the new model is working. A further 5 force visits are scheduled in the coming months.
- The Quarterly meeting with the Home Office with the Sponsorship Unit and our Senior Sponsor, Richard Clarke. The agenda included our performance, our transformation trajectory, Business Plan 2025/26, Ministerial sign off and our financial position. The challenges with the ongoing industrial dispute were also discussed. The meeting was positive and well received.
- An overview of the ongoing conciliation with PCS and progress since the last Board meeting. There was a call with Management Board to the whole organisation setting out the Management Board's position and the wider context. Management Board has offered further conciliation and will update Board. The Non-Executive Directors offered their support to the Management Board in these negotiations.

## **7. TRANSFORMATION PROGRAMME UPDATE**

The Director of Transformation spoke to the circulated paper:

- The staff launch is planned for early July. The launch will be conducted face to face across all of our sites and led by the senior leadership team with external engagement plans to follow.
- The launch events will be organization-wide because we want to discuss the IOPC as a whole. We are preparing to showcase several changes brought by the transformation to help staff better understand and relate to key areas.
- The launch events are also an opportunity to celebrate our successes, highlight how much we've already achieved, and share our future plans as an organization. A key part of this is communicating the message to everyone, which can only succeed through their involvement and engagement.
- We have made significant progress over the past few months in defining the scope and establishing governance for the programme. We are now moving into the delivery phase.
- We are currently reviewing a number of areas, with a focus on Oversight, Casework, and Investigations, as these align with our organizational priorities for this financial year.

Another area of ongoing work is a detailed digital data programme, developed over the past few months, which includes an AI rollout plan set to begin next month. This plan will be shared with both the Unitary Board and the Performance and Finance Committee.

**ACTION – DC to send AI readiness assessment to CE.**

**ACTION – Non Executives to attend the Transformation Launch staff sessions.**

## **8. HEADLINE RESOURCES REPORT**

The Director of Finance and Corporate Resources spoke to the circulated paper.

- The report details this year's budget allocations, which are outlined in the appendix, and we are asking Unitary Board to approve these allocations.
- Within the report there is a comparison between this year and last year, showing a positive shift in resources toward our priority areas of investigations and casework. Currently there are a lot of changes within team structures that impacts the process however the overall direction is accurate and reflects our strategic focus.
- There is ongoing work with Microsoft on AI development that has a relatively low capital investment, and we have sufficient capacity within the digital and data transformation budget to accommodate this spend.
- There have been several discussions in relation to exits and we are now in a position to apply to the Home Office. However, the process is taking longer than expected, which is creating financial pressure as we wait for the response.

**ACTION – Unitary Board to agree to the budget allocations.**

The Board discussed the benefit of inviting the Director of People to board meetings in a similar capacity considering all of the current the changes taking place.

**ACTION – Consideration for Director of People to attend Unitary Board meetings.**

A discussion was held regarding the potential introduction of a Chief Technology Officer (CTO) role. Currently, there is a Head of Digital and Data in place; It may be appropriate to consider whether a CTO position is required.

**ACTION – Consideration for a CTO role**

## **9. HEADLINE PERFORMANCE REPORT**

The Deputy Director General Investigations, Oversight & Casework spoke to the circulated paper.

- The report covers data up to the end of April and since then the overall casework backlog has continued to decline, the team remain ahead of schedule to meet the targets by the end of July, rather than the originally projected date of September.
- The number of reviews upheld by the IOPC has decreased, the figures previously were sitting at 33% but we are currently showing 28%. This downward trend suggests that the oversight work that has been carried out within the forces is having a positive impact.
- The assessment unit is showing an average of 5.8 working days; however, since the report was compiled, the team has made good progress, reducing

this to 4.8 working days which brings the overall average down to 5.1. The team is committed to maintaining this improvement despite challenges such as staff absences and leave, ensuring a consistent level of delivery and output throughout the year.

- The backlog of emails in the Customer Contact Centre has decreased significantly, from 1,700 to 300, however further work is being undertaken to assess the impact on staff and ensure that service users are receiving the appropriate level of service.
- Last month, investigations performed very strongly, achieving over 91% on the 12-month KPI and over 40% on the six-month KPI. This level of performance was anticipated, which is why the overall annual KPI was set at 70% allowing effective management of the aged caseloads carried over into this year.
- A planning day is scheduled for June 12th to discuss several topics, including the emphasis on resolving older cases, as this will enhance the performance and enable us to meet better timeliness targets in the upcoming year.

## **10. HEALTH AND SAFETY ANNUAL REPORT**

The Director of People and Change spoke to the circulated paper:

- The internal audit report has been finalized, containing 10 recommendations, all of which have been addressed and implemented.
- A corporate Health and Safety strategy has been introduced.
- The Board was informed that a new Health and Safety officer has been appointed, thereby strengthening the team.
- The organisation has seen a rise in awareness regarding health and safety, as evidenced by the increased number of reported incidents and near misses.
- Based on feedback from the Enable network, we are in the process of arranging new suppliers for Display Screen Equipment (DSE) and reasonable adjustment equipment. We recognize that delays often occur in the reasonable adjustment process, which is why we're exploring alternative suppliers to help enhance its efficiency and timeliness.
- The Health and Safety team has made a request for additional risk assessments to be completed, specifically concerning investigators who are going out on call.
- There was a Health and Safety Awareness week to improve staff awareness.
- It was noted that the completion rates of Health and Safety training has increased and is showing above 90%.
- There is confidence that the team can provide the Board with assurance that Health and Safety is being taken seriously and that legal requirements are being met.

## **11. VERBAL REPORT FROM MAY PEOPLE AND CULTURE COMMITTEE**

Christine Elliott gave a verbal report which included the following: -

- The next pay remit discussion will be taking place on 15<sup>th</sup> July.
- The Committee was updated on the Senior Management review and was happy with the progress on IOPC Value and the drive to support the cultural shift in performance management.

- The IOPC Leadership Forum is being launched in July as a platform for leadership development.
- Progress has been made on the payroll audit, with 9 out of 10 audit recommendations now implemented.
- The Staff survey is now closed and the Board confirmed that completion is at 77% and that results will be circulated in due course.

**ACTION    Staff survey results to be circulated.**

## **12.    VERBAL REPORT FROM THE QUALITY COMMITTEE**

Rommel Moseley gave a verbal report which included the following: -

- A regular item on the Committee dashboard along with progress in embedding quality and transformation, audit cycles, and CPS meetings was the quality of reviews. It has been observed that there are ongoing data issues concerning the unavailability of data sets and the rollout of the CMS was discussed.
- There has been significant progress regarding service user feedback and experience; however, the challenge which will be presented to the Committee is identifying the desired outcomes for the next 6 to 12 months.
- There has been positive feedback in regard to the evaluation of the Operations Manual. The compliance measures, frameworks, and quality checks are contributing to greater consistency, but it is essential to consider the discrepancies particularly when referring to leadership in October.
- A further area discussed was culture, whereby all of the ongoing work contributes to cultural change and a reprioritization is essential to determine how we can adjust our priorities in light of the transformation program and its implications for the quality work planned for the year.

## **13.    BOARD MEETING ATTENDANCE**

The Board meeting attendance report was considered accurate and noted.

## **14.    FORWARD PLAN**

The Forward Plan was discussed and the ongoing work to further populate it was noted: -

- Work is continuing to map a business plan with the priorities to Management Board Assurance Groups and Unitary Board Committees.
- The Code of Practice report is included in the forward plan; however, a question arose regarding when this work will be addressed. It was confirmed that this will be an agenda item in the near future, providing the Management Board with sufficient time to review the papers and documents.

## **15.    DATES, TIMES AND LOCATIONS OF FUTURE MEETINGS**

Future meeting dates were noted.

The Unitary Board Away day was discussed and noted that several hold dates are in the diary however the current facilitator is costly, and we are sourcing a replacement who is greater value for money.

**ACTION – KJ to ensure that all Unitary Board members have the hold calendar invites.**

**16. ANY OTHER BUSINESS**

David Cryer, Director of Finance & Corporate Resources addressed the Non-Executive Director engagement plan and agreed to circulate the plan and begin booking into diaries.

**ACTION – DC to circulate NED engagement plan.**


**ACTION – Board members to review the NED plan and contact DC / KJ to make arrangements.**

**17. MEETING REFLECTION**

Julia Mulligan led the meeting reflection and observed that as a collective, the board are not only progressing in discussions but are also becoming more at ease.

This is largely attributed to the Chair, as the openness, honesty, and transparency make a comfortable atmosphere during these meetings, thereby establishing the tone for the entire debate and discussions. As a Board we strived towards working in a united way which is the main reflection of today's meeting.

The Chair thanked the Board and closed the meeting.

<b>NAME</b>	Rachel Watson
<b>SIGNATURE</b>	
<b>DATE</b>	26 June 2025