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## Board Meeting Minutes

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**Date & Time:** Wednesday 21<sup>st</sup> June 2023 at 10:30hrs

**Venue:** Virtual

### Present:

Miranda Biddle	Interim Director of Operations (North)
Kathie Cashell	Director, Strategy & Impact
Christine Elliott	Non-Executive Director
Catherine Jervis	Non-Executive Director
Rommel Moseley	Non-Executive Director
Bill Matthews	Non-Executive Director
Julia Mulligan	Senior Independent Director (SID)
Amanda Rowe	Interim Director of Operations (South-East)
Tom Whiting	Chair/Interim Director-General

### In Attendance:

Mike Benson	Head of Finance
Margaret Bruce	Governance Secretary
Will Clothier	Yonder (Item 7)
David Emery	General Counsel
Smyth Harper	Head of Communications (Item 8))
Stephen Oakley	Head of Policy and Public Affairs (Items 7-8)
Anna Reynolds	Yonder (Item 7)
Rachael Toon	Research Manager (Item 7)
Craig Wagstaffe	Risk and Audit Officer (Item 15)

## 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 received.

The meeting noted that the Chair will (before the end of the meeting) leave to attend a meeting of the National Policing Board. The SID will Chair in his absence.

## 3. DECLARATIONS OF INTERESTS

The Acting DG and General Counsel declared interests under item 16. The SID also informed that the Gangmaster and Labour Abuse Authority (GLAA) (which she chairs) has been notified of a pending referral. The referral will be handled by the CEO and the ARAC Chair of GLAA.

## 4. MINUTES OF LAST MEETING HELD WEDNESDAY 24<sup>TH</sup> MAY (PAPER REF IOPC 06/23/04)

The Board considered and agreed the minutes of the last meeting held on Wednesday 24<sup>th</sup> May 2023.

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

## 5. MATTERS ARISING/ACTION LOG (PAPER REF IOPC 06/23/05)

The Board considered the action log on matters arising from the last/previous meetings.

### Action:

- Seek meeting with Baroness Casey. In progress.
- Christine Elliott/Acting Deputy DG (S&CS) liaising on external support on public affairs strategy. Addressed under item 8.
- Discussion around Electronic Documents Recording Management System (EDRMS). This is being presented to the October ARAC Meeting. **(ACTION)**
- Discussion around Version 2 of the Mid-Term Financial Plan (MTFP) (alongside the Q1 report and other documents). This is being presented to the July Board meeting. **(ACTION)**
- Discussion (out of meeting) around the principles and activities relating to board transparency and visibility. The Board advised prioritising this area. It was informed that this is ongoing and tied to other areas such as NEDs succession.

**Agreed:** To note the document.

## **6. ANNUAL REPORT AND ACCOUNTS (PAPER REF: IOPC 06/23/06)**

The report was presented by the Head of Finance. He noted as follows:

- The draft document has been considered by the ARAC at its June meeting. Some amendments are still required and response is being provided to the NAO on 60 additional information requested.
- The core risk remains and Home Office response cannot be anticipated.
- The Board is asked to approve the document noting that there are still changes. There are also issues such as the payroll service and information on the pension/remuneration of some members. These are being resolved and should not impact on the opinion.
- Any new material issue will be raised with Acting DG and ARAC Chair.
- The IOPC will endeavour to do what it can to ensure timely laying.

The Board discussed and recommended:

- Adding more narrative (page 54) around referrals from PCCs. Also, around referrals from other bodies such as the GLAA (pg 75).
- Ensuring consistency of language, clarity/plain English and acronyms. Also, highlight the importance of embedding learning under strategy 2.
- Considering a separate summary of the ARA easily understood and accessible. It was explained that key points are reflected in other reports such as the annual impact report.
- Reflecting in future reports the challenges of resources (for completeness).
- Consideration of related issues such as the number of referrals from non-police organisations, likelihood of increase and the impact on capacity. This could be reflected in future performance reports.

### **Agreed:**

- To agree the ARA (subject to the minor amendments proposed).
- That any material issue will be brought to the attention of the Board.

## **7. PRESENTATION FROM YONDER - PUBLIC PERCEPTION TRACKER (PPT) (PAPER REF: IOPC 06/23/07)**

The Head of Policy and Public Affairs briefly noted the outcome of the research conducted through Yonder. This reflects a new approach aimed at understanding key demographics and inform current activities and the proposed public affairs work. It would also be a key part of the communications and engagement strategy. It is a follow up to previous board discussion about the level of information the organisation has and understanding of key stakeholders to reach in order to improve public confidence.

The Yonder representatives noted the background to the:

- public opinion research from the PPT which is a nationally representative poll of adults in England and Wales. This is conducted three times over the last year (i.e. June 2022, November 2022 and April 2023).
- Stakeholder research (comprising in-depth stakeholder interviews and surveys etc.). This was conducted in February and March this year.

He noted the policing and IOPC context. In the policing context public negativity towards the police (deriving from sources such as e.g. Sarah Everard, Casey Report and Metropolitan Police failings etc.) has impacted on the perception of the IOPC and manifested in its work. The following was further highlighted:

- Public feelings (both negative/positive) towards the police, noting the significant rise in negativity towards the police.
- How confident the public feels in how complaints made against the police are dealt with. Confidence has not increased in this area. It noted the trend in different areas.
- Awareness has increased but not translated into confidence. This may be attributed to low level of knowledge of the IOPC and what it does. Also, people's inability to make a distinction between the police and the IOPC.
- IOPC is often mentioned in relation to negative police stories, misconduct or investigations etc. This impact on the IOPC.

In the context of stakeholders, the presentation noted that stakeholders:

- Are happy with IOPC's shared learnings. They have seen improvements in this area and are happy with being consulted/making input.
- Have also seen improvement in engagement. They welcome the openness and transparency which has resulted in good working relationship (particularly at the local/community level). They feel the engagement is working well.
- Would like to see more on demonstrating impact, collaboration with others in tackling issues and clarity around IOPC roles and responsibilities.

The meeting also noted Yonder's recommendations in addressing the challenges. Details are noted in the report and previous research conducted which is available to access.

The Board discussed:

- The link between research analysis and communications delivery.
- The link to the public affairs strategy. The organisation is doing some very good work, and it is important to get the message across to the numerous audience, particularly those who are concerned about what it does. It also helpful to address the threat facing the organisation.
- Highlighting and prioritising the positive areas which are going well.
- The urgency and importance of public affairs/advocacy for the organisation.
- The data presented which is an opportunity to focus on key area and decide future work.
- The link between confidence in local police compared with national level. It was explained that there was no significant difference between public feeling towards local police and nationally. The perception of the Metropolitan police is also impacting confidence generally.
- Distinguishing the police from the IOPC. What steps the IOPC can take to distinguish itself. The role of others (such as the Home Office). The conundrum about closeness to the police and impact on confidence.

- Considering the quality aspect of the research and deep dive into some of the responses from stakeholders.
- Highlight the collaborative work (including research) being done with others (such as MOPAC, HMICFRS and the College of Policing) to improve confidence. It was informed that a meeting is being held with HMICFRS, APCC and others to discuss areas of research.

**Agreed:**

- To note the presentation
- That a separate meeting would be organised in September to present the in-depth demographic research done. **(ACTION)**

**ACTION: HEAD OF POLICY AND PUBLIC AFFAIRS**

**8. DRAFT PUBLIC AFFAIRS ACTIVITY PLAN (PAPER REF: IOPC 06/23/08)**

The Acting Deputy DG (S&CS) introduced the document recalling the previous discussions in this area. She noted that the document is a tactical plan of a proposed strategy, noting some of the risks, objectives and activity etc. This is an evolving first draft and engagement is ongoing with external experts with a first workshop to be held soon and update provided to the Board.

The Head of Policy and Public Affairs briefly informed that the document is underpinned by 3 key objectives and 9 areas to be prioritised for particular action. Also, the (living) document will continue to be amended with developments and feedbacks. He also noted other work being done to set IOPC position/message in key areas such as stop and search. This would be on the website for easy access.

The Head of Communications also noted that the document is overarched by the communications and engagement strategy. This reflects the earlier discussion that the strategy would be underpinned by specific delivery plans. The document presented is one of these and would be used as a model for other parts of the communications and engagement activity.

The Board welcomed the work so far and made a number of recommendations to further define the objectives and proposed approach. It noted the following:

- More clarity needed on the objectives and outcomes we are seeking as well as key messages.
- Approach needed to be more targeted and focussed on priority risks and opportunities (for short, medium and long term).
- Approach should be ambitious and represent a new way of working while reflecting capacity (for delivery), available skills and resource reality.
- Parliamentary engagement should be a significant part of the plan and targeting a range of stakeholders to deliver the IOPC's statutory duties.
- Noting that the risks are clear, but more clarity is required around the current position and the objectives to be achieved.
- More consideration needed on the approach to learning from best practice in other organisations (charities/NGOs etc).

The Board welcomed the decision to engage external expertise to inform and improve the approach to this work and it was agreed that their feedback on the current draft would inform that work.

**Agreed:** To note the document and receive update in July following input from the Pendragon team. **(ACTION)**

#### **9. REPORT FROM THE QUALITY COMMITTEE MEETING (HELD 05/06/23) (VERBAL)**

The Quality Committee had its first meeting on Monday 5<sup>th</sup> June 2023. The minutes would be circulated in due course. Meanwhile, the Committee Chair noted some of the discussions including:

- Operation of the committee around adopting a holistic approach to quality (applying to the organisation rather than operations/investigations).
- Quality assurance framework - investigations and minimum standards. Defining quality and what it means to the IOPC and the police complaints system. Also, compliance with minimum standards, the importance of culture change/deep dives and shifting from compliance to quality.
- Ownership/perspectives of quality and the need for continuous monitoring to avoid duplication.
- Service user focus (cutting across other agenda items such as the PCC in the context of culture deep dives).
- QSI activities/plan for the year and understanding the core functions of the QSI. Also, the distinction between QSI owned risks and those observed by others across the organisation (where QSI mitigation is required).
- Dashboards approved for the Committee (similar to the NAO model).
- Review of the Committee's Terms of Reference.
- Review of GIAA report on performance management (on referral from ARAC).

**Agreed:** To note the report.

The SID took the Chair from item 10.

#### **10. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 09/06/23) (VERBAL)**

The People and Culture Committee (PCC) (newly chaired by Christine Elliott) met on Friday 9<sup>th</sup> June 2023. The minutes would be circulated in due course. The Committee Chair briefed on some of the discussions around:

- Seamless working with other committees and avoiding duplication. This is also an indication of checks and balances in place.
- Clarification of the advisory role of the committee and supporting the executive team on decisions.
- Frequency of committee meetings (recommended for every other month) to ensure a realistic delivery of its responsibilities.
- Recommending departmental focus on governance (led by a head of governance), reflecting the approach of other organisations.

- Feedback on leadership structure and the effect of interim posts on stability. Support for the proposed review of leadership structure.
- The work being done to consider leadership issues.
- The recommendations from the GIAA performance management report (referred by ARAC).

**Agreed:** To note the report.

**11. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 14/06/23) (VERBAL)**

The ARAC met on Wednesday 14<sup>th</sup> June 2023. The minutes would be circulated in due course. Meanwhile. The Committee chair noted some of the discussions around:

- The Annual report and Accounts (ARA).
- Improving financial forecasting/managing budget/risks.
- Review of policies/plans/strategy around raising concerns and counter-fraud. There was no fraud reported and the committee understood (and is comfortable with) the loss reported.
- Information governance and the related risks and visibility.
- Supercomplaints and work being led by the IOPC. Also, some of the issues and concerns around this area of work.
- There were no Internal Audit (IA) reports (normal for the time of year) to consider but the Committee received update on the implementation of IA recommendations and noted the good progress made.

**Agreed:** To note the report.

**12. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 06/23/12)**

The Board briefly noted as follows:

- Investigations - There is a strong start to the year but cases over 12-months will have impact because they form a greater percentage of the overall caseholding, and as they are closed they will have greater impact on the KPIs. The reasons for going over 12-months are numerous and they are being monitored through local delivery boards etc. Deep dives is also being organised for better understanding of the data. It is anticipated that deep dive would bring out a variety of issues including systemic issues (which are not within IOPC control).
- Referrals – National Ops demand – referrals dropped in April. This is not unusual for this time of year but the upward trajectory for referrals remain. Completion rates also declined but they are in line with our average of 5 Working Days (factoring in Easter and Bank Holidays).
- Reviews - the number of reviews closed dropped in March around other handling reviews and investigation reviews. That was not anticipated in the active caseload modelling. However, there is no concern as this is now improving.
- Timeliness - improved (during the month) for completion of reviews. This is about 129 Working Days (WD) (against 150 WD target) which is really positive. There is an emerging risk on how timeliness is calculated. This will be reported later.

### **The Board discussed:**

- The need to understand whether or not there is enough information organizationally on upward trajectory. It requested information to support trajectory (for assurance). It was explained that there are numerous external factors impacting on caseload. These are happening at the same time (which is unusual) and has been identified through robust monitoring. Update would be provided to the July meeting.
- Recommend monitoring the stakeholder aspect which could inform the communications strategy. It noted that there should also be a clear message/strategy on areas the IOPC cannot resolve. For example, where there are parallel criminal proceedings which impact on completion of IOPC investigations.

**Agreed:** To note the report.

### **13. HEADLINE RESOURCES REPORT (PAPER REF: IOPC 06/23/13)**

The Head of Finance noted as follows:

- Annex A explains how we delegated a budget (of £1.88m) more than our funding. It also lists prospective mitigations which ended with overspend of £0.60 (about 1%) which is reasonable.
- However, this has now increased to 5% (following the 2% was planned). Dealing with the pay award has increased spending and the total risk to be addressed is now £3.58m. It will be recalled in previous discussions that options were proposed to address the pay award with great reliance on considered recruitment. The mitigations are being evaluated as affordability is now a key issue (including the £1,500 per head pay). This needs to be resolved. This has been discussed with the HO and the pressure is acknowledged with advise to write (explaining the issues) with a view to securing more funding).
- Efficiencies - Some budget holders are unable to achieve the permanent savings which will result in pressures next year (impacting on the reliability of next year's efficiency savings). Budget holders are being asked to review their activities as it is imperative to address this issue. Update will be provided in P3.

The Board briefly discussed the fundamental changes in the budget, the components and implications as well as the urgent steps necessary to address the issues. It also noted some of the actions already being taken. It agreed to receive a report at the July meeting. **(ACTION)** This should provide details including how the efficiency programme is being managed and the related governance. It emphasised the importance of providing granular reporting (for assurance and aiding detailed discussion) and transparency around progress.

### **Agreed:**

- To note the report and receive detailed update in July. **(ACTION)**
- To discuss how NEDs/Board can support including repeating the exercise conducted on the Mid-Term Financial Plan last year.

### **14. ACTING DIRECTOR GENERAL – UPDATE (PAPER REF: IOPC 06/23/14)**



The Acting DG briefly updated on recent developments around the former DG (including legal challenge and CPS charging decision) and the response including communications to staff. He also reported as follows:

- External engagement including meetings with:
  - Officers as part of a Force visits to Hampshire, Wiltshire and Essex and the Metropolitan Police – meeting with police chiefs, custody suites and Professional Standards Directorates (PSDs) to discuss learnings and IOPC work etc. It was also an opportunity to discuss IOPC response (and position) to the Home Office review.
  - The Policing minister to discuss performance, timeliness, strategy and the importance of confidence and perceptions of independence etc. This was well received.
  - Young black men and women (in a community centre in Brixton) talking about perceptions of policing, their awareness of the IOPC, accessibility to the complaints system and potential barriers etc.
- Home Office - The 2021-22 ARA have now been laid before Parliament. The strategy has been signed off and the (first year) business plan has been retrospectively approved. The business plan for the current year is in progress pending approval.
- Cabinet office review – is at the external stakeholder engagement phase. A draft report is expected at the July Board meeting and subsequently to the Home Secretary.
- Recruitment for the interim regional Director, London is now completed and offer is being made.

The Board briefly discussed key areas of concern (such as leadership, culture, supervision and performance management etc.) and how these are being received by stakeholders. It agreed that a holistic approach is needed for meaningful impact.

The Board also discussed other concerns such as IOPC positioning, stabilising the organisational structure and the medium-term budget (with the additional pressure mentioned earlier).

**Agreed:** To note the report.

**15. STRATEGIC RISK REGISTER (HALF-YEARLY REPORT) (PAPER REF: IOPC 06/23/15)**

The Risk and Audit Officer noted the report circulated and briefly highlighted the following changes/mitigation:

- Risks 3 and 9 (has reduced target level) - Risk 9 however has maintained an additional further action which is unusual but it is felt that this needed to be kept in place to maintain the risk being at that level.
- Risks 6 and 12 - all actions have been completed but the target score have not reduced because it is felt there is still no leverage as an organisation to bring those scores down. Both are politically related.

- Risk 15 – changes have been made to the wording. Both Risks 15 and 16 scores have been reassessed and increased.
- There are 2 new risks being developed (by operations) which should be reflected in the register soon.

The Board noted that the register is considered at every ARAC meeting (except the last meeting). The document would be considered at the next ARAC meeting in October. Meanwhile, some highly rated risks have been observed around workforce and finance and the register needs to be revisited/re-rated on the basis of the discussion at this meeting.

**Agreed:**

- To note the report.
- That ARAC is (meanwhile) comfortable with the register which would be reviewed at its next meeting in October.

**16. UNITARY BOARD COMMISSIONED INDEPENDENT REVIEW – VERBAL UPDATE**

The Chair and General Counsel recused themselves during this item.

The SID and ARAC Chair updated as follows:

The independent reviewer has now received all of the information sent. There may be some pending questions to explore the implications around what he found and analysis of the situation, so he may be in contact again. He has also been in discussion with other organisations on their governance structure which is working well. His draft report is envisaged around end of August. There will be cross-reference with the work of the cabinet office review.

The Acting Deputy DG (S&CS) recalled the discussion on the publication and timing which is now coming closer to the cabinet office review. It was noted that careful consideration is required in view of the live criminal proceedings. The board will be advised accordingly.

**Agreed:** To note the report.

**17. BOARD MEETING ATTENDANCE (PAPER REF IOPC 06/23/17)**

The Board considered the document presented by the Governance Secretary.

**Agreed:** To note the document.

**18. FORWARD PLAN (PAPER REF IOPC 06/23/18)**

The Board considered the Forward Plan presented. 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.

**19. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 06/23/19)**

The Board considered the document on future meeting dates/venues.

**Agreed:** To note the document.

**ACTION: GOVERNANCE SECRETARY**

**20. ANY OTHER BUSINESS - CONFIDENTIAL**

The General Counsel reported on a matter around fraud and losses.

**Agreed:**

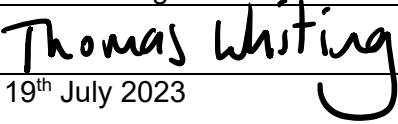
- To note the report.
- That update will be provided to the ARAC Chair and Board as necessary.
- To receive a note on the mitigating measures in place around fraud and losses.  
**(ACTION)**

**ACTION: HEAD OF FINANCE**

**21. MEETING REFLECTION**

**Agreed:**

That Amanda Rowe will lead reflection for the next meeting.

<b>NAME</b>	Tom Whiting
<b>SIGNATURE</b>	
<b>DATE</b>	19 <sup>th</sup> July 2023

## Schedule of actions

<b>Agenda Item</b>	<b>Action by</b>
5, 13, 20	Head of Finance
7	Head of Policy & Public affairs
8	Head of Communications