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Board Meeting

Date & Time: Wednesday 25th January 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
Bill Matthews	Non-Executive Director
Rommel Moseley	Non-Executive Director
Julia Mulligan	Senior Independent Director (SID)/Chair
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
David Emery	General Counsel
Marie Morrissey	Head of Private Office
Stephen Oakley	Head of Policy and Public Affairs (Item 12)

1. WELCOME AND INTRODUCTIONS

The meeting commenced at 10:30hrs and was quorate.

The Chair welcomed members and attendees to the meeting.

2. APOLOGIES

Apologies received from Deborah Bowman (NED).

3. DECLARATIONS OF INTERESTS

Members were invited to declare any interest in the items on the agenda. The following made prejudicial declarations as follows:

- Chair/Interim DG - items 4B and 4C
- General Counsel - items 4B and 4C
- Interim Director of Operations (SE) - item 6.
- Interim Director of Operations (North) - item 6.

Agreed: To note the declarations.

4. MINUTES OF LAST MEETING HELD WEDNESDAY 30TH NOVEMBER 2022 (PAPER REF IOPC 01/23/04-A)

The Board considered the minutes of the last meeting held on Wednesday 30th November 2022.

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

The Interim DG and General Counsel left the meeting and were absent during the discussion on the next 2 items (i.e. items 4-B & 4-C).

MINUTES OF THE SPECIAL MEETING HELD ON SUNDAY 4TH DECEMBER 2022 (PAPER REF IOPC 01/23/04-B)

The Board also considered the minutes of the special meeting held on Sunday 4th December 2022.

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

MINUTES OF THE SPECIAL MEETING HELD ON MONDAY 19TH DECEMBER 2022 (PAPER REF IOPC 01/23/04-C)

The Board also considered the minutes of the special meeting held on Monday 19th December 2022.

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

5. MATTERS ARISING (PAPER REF IOPC 01/23/05)

The Board considered the actions from the last meeting.

Action to:

- present the revised communications strategy to the January 2023 Unitary Board meeting. In progress. It was noted that the newly recruited Head of Communications will join soon and should have the opportunity for input. The document should be presented to the March meeting. **(ACTION)**
- present a summary of the responses received on the published taser report. It was reported that:
 - The majority of the recommendations made were accepted. 2 recommendations were not accepted because it was felt that the national decision-making model in this area was sufficient. Additional steps were taken, asking police forces for voluntary referral of taser cases involving children and vulnerable adults. The referrals are being considered.
 - A pilot work is in progress to consider follow up work on recommendations and working with others to ensure impact. Discussion is ongoing with the HMICFRS. Other work includes convening conversations (with partners/stakeholders) to share learning in key areas etc. This impacts on communications.
- To consider the publications strategy in relation to the review in the New Year. This is addressed under item 13.

Agreed: To note the document.

6. APPOINTMENT OF INTERIM BOARD MEMBERS (PAPER REF: IOPC 01/23/06)

The Interim Directors of Operations (North & SE) were absent during the discussion on this item.

The Interim DG presented the report. He recalled that following the departure of the former Deputy Director-General (Operations), interim arrangements were made by appointing Miranda Biddle as Interim Director of Operations (North) and Amanda Rowe as the Interim Director of Operations (South East).

Following the proposal by the former Director General, the Unitary Board appointed both as members of the Unitary Board for a term of six months (each) to be served consecutively. Miranda Biddle served from April to September 2022 and Amanda Rowe began her term in October 2022.

Miranda Biddle and Amanda Rowe had been extended in their interim roles for 6 months. It was proposed that Miranda Biddle be appointed as an executive member of the Board, given the current executive vacancy. This would need to be reviewed once the backfill arrangements for the Deputy Director General Strategy & Corporate Services, have been agreed, this being the reason for the vacant executive membership of the Board.

The Board briefly discussed as follows:

- Clarification of the roles of the Interim Directors of Operations. It agreed that the related job descriptions be circulated. **(ACTION)**
- Recent event, departures, interim appointments and impact on leadership.
- The importance of making urgent and necessary recruitments to ensure effective delivery of Strategy 2 and the need for further dedicated discussion on the interim arrangement, medium term structure and the long-term implication.
- Making substantive appointments and giving timelines (to improve assurance) before September 2023.

Agreed:

- That Miranda Biddle would hold the current vacant executive role at Unitary Board, to be reviewed once backfill arrangements have been agreed for the Deputy Director General Strategy & Corporate Services.
- That the Interim DG would seek the advice of the People and Culture Committee on the interim and permanent structure on leadership and report back to the Board. **(ACTION)**

7. HEADLINE PERFORMANCE REPORT (PAPER REF: IOPC 01/23/07)

The Director S&I briefly recalled the earlier discussion around follow up on learning recommendations and informed that there are now timelines (around 8 weeks) for forces to report back. This has improved under Quarter 2.

The Interim Directors of Operations (North) and (South-East) noted as follows:

- **Investigations** - performance = 76% - (this is attributed to 6 cases closed over 12 months). There is also a slight drop in 6-months investigations but there are no concerns about meeting KPIs by the year end. The latest performance report – YTD -12 months = 91%, (against 85% target), 6 months = 40% (against 33% target).
- **National Ops** – referrals had increased, and the trajectory is likely to continue. There was a slight drop in December, but this is (traditionally) expected. 556 referrals were processed in November and the volume of those referrals is reflected in the timeliness (78% closed within 3 working days – with YTD performance = 84%) and this has continued to improve. The recent direction to screen all police officers is likely to impact increased referrals. Therefore, criteria to distinguish between which referrals to investigate or return to forces (whilst maintaining oversight and assurance on them) will be necessary. The reason for returning them would also need to be provided and the impact on budget, expectation and public confidence etc. is to be noted.
- **Local Death and Serious Injury (DSI) reviews** continue to remain below target (as per the national ops turnaround plan). This is being monitored. Newer case managers are being trained to help improve performance/capacity.

The Board discussed as below.

- Communication with the Home Office on the impact of increased referrals on budget etc.

- Adopting a more proactive approach in demand management and enhancing organisational reputation.
- Clear articulation of what is being done, the changes, oversight and impact on reputation etc.
- Better understanding of the organisation's work and how this supports the convener reputation and confidence. To recommend reflecting in future reporting, oversight of the full range of activities/KPIs to increase visibility and improve assurance.
- How projections are determined given the importance of noting trends (current or future), influencing and making an impact. This should be linked to Strategy 2 and update provided to the Board. It was agreed that the Interim DG will convene a meeting to discuss this. **(ACTION)**

Agreed: To note the report.

8. RESOURCES REPORT (PERIOD 9) (PAPER REF: IOPC 01/23/08)

The Head of Finance presented the report and briefly noted the following:

- Forecast RDEL overspend = £0.18m (a decrease of £0.56m from last month) relating to a variety of areas such as reduced recruitment, legal cost and estate cost etc.).
- Forecast overspend on CDEL = £0.01m.
- The Home Office has been informed including the reason for the initial £1.5m projection. The challenges/issues to be addressed were explained and this is noted in the commentary.
- If the assumptions on exit costs and annual leave sale do not materialise, the amount will be £0.18m below the RDEL budget. This is being discussed with the Home Office.
- Overall, the priority is to understand the budget position for the next financial year.

The Board briefly discussed as follows:

- Ensuring accurate forecasting across the organisation given the pressure on future budget and impact on the delivery of key/frontline services. Also, the importance of transparency given there are difficult decisions ahead.
- Concern about the potential impact on people (such as recruitment and training) reflected in the report and the need to present a comprehensive case on funding.
- Reflecting the reality of scarce resources (and the impact on delivery) in the report commentary.
- To note that many of the costs noted are avoided (rather than deferred).
- Clarity on the reference to 'challenges and pushback' in the report. It was explained that an example is recruitment when the process does not go as planned, but in essence, it is about ensuring that the right people are appointed into the right role. It was recommended that a deep dive be conducted in this area. **(ACTION)**

Agreed:

- To note the report.
- That further discussion is held under the medium-term plan.

9. INTERIM DIRECTOR GENERAL – UPDATE (PAPER REF IOPC 01/23/09)

The Interim DG reported as follows:

- In the light of recent events and interim change in leadership, the Board has been navigating a challenging time. The interim DG thanked members for their input/support and coming together to work effectively in a genuinely unitary manner.
- The variety of work done (including intensive meetings by the Interim DG and colleagues) to engage immediately with (and update) stakeholders on changes. This received positive feedback and reassured stakeholders
- Meetings were held with the Home Office which welcomed/commended the transparent approach adopted. There is general concurrence that the risk has shifted consequent to the changes made. This was also discussed at the recent ARAC meeting.
- FOI request and media queries were received, with some related to the December incident.
- Staff engagement has also been undertaken. Some of the issues raised (and how these are being managed) were discussed at the recent meeting of the People and Culture Committee.
- Budget – There is ongoing Management Board discussion on the budget.

Agreed: To note the report and thank the Interim DG.

10. REPORT FROM THE AUDIT AND RISK ASSURANCE COMMITTEE (ARAC) MEETING (HELD 16/01/23) -VERBAL REPORT

The Committee held a meeting on Monday 16th January 2023. The minutes would be circulated in due course. Meanwhile, the Committee Chair briefly highlighted key areas of discussion including:

- Financial scheme of delegation – revised to ensure fitness for purpose and reflect the recent change in leadership.
- Risk register, noting the new risks and the mitigating measures being implemented.
- Internal Audit (IA) reports (in 2 areas) received and the ratings to be noted.
- Agreed (IA) recommendations and how these are being implemented.
- Annual Report and Accounts for last year which is still pending as some changes were made in view of the sudden departure of the former DG. This is being followed up and laying is envisaged before the end of the current financial year.

Agreed: To note the report.

11. REPORT FROM THE PEOPLE AND CULTURE COMMITTEE MEETING (HELD 18/01/23) VERBAL REPORT

The Committee held a meeting on Wednesday 18th January 2023. The Board noted some of the areas of discussion including the following:

- Mode of work of the Committee.

- Balance between culture and people issues.
- Conducting a pulse survey to assess the impact of recent events on culture and people.
- Deep dive into sickness and wellbeing. A detailed dashboard was considered
- Update/progress on People strategy and link with Strategy 2.
- Future organisational structure.
- Audit report and recommendation – referred from ARAC.
- Pay Remit and the related delay, impact on morale.
- Regularity of committee meetings.

Agreed: To note the report.

12. CABINET OFFICE SELF ASSESSMENT (PAPER REF IOPC 01/23/12)

The Head of Policy and Public Affairs presented the document. He informed that no exact date has been set for the review, although it was expected to commence shortly. Preparatory steps are being taken (as noted in sub-para 2.4 of the cover report). Sub para 2.3 provides details of the revision undertaken in the document. The revised document will be sent to the Home Office.

The Interim DG informed that a candidate has been appointed to conduct the review and further background details will be provided.

The Board commended the significant work done on the self-assessment document. It proposed some amendments around summary and some paragraphs of the document prior to recirculation.

Agreed:

- To note the revised document and commend the work done.
- That a copy of the revised document will be circulated to NEDs.

The Interim DG and General Counsel were absent during the discussion on the next item.

13. APPROACH TO A REVIEW – VERBAL REPORT

The SID updated on the approach to a review of the events leading to the former Director General's resignation.

The Board had decided at its 19th December 2022 meeting that an independent person be identified to lead the review, a potential name had been suggested and it was understood they had both appropriate experience and an interest in the work. It was agreed that the SID and Chair of ARAC should make contact with them to discuss this further on behalf of Board.

It was noted that Board members had agreed a draft Terms of Reference for the review, which would be discussed with the reviewer, before being finalised.

It was also noted that the publication strategy was pending. The Director, S&I reported that some principles are being developed around the publication strategy and to

determine what could be published given the importance of transparency. A meeting is being held with the Data Protection Officer (DPO) and legal representative to seek advice.

It was noted that the SID will be meeting with the Home Office next week and will update officials on the progress made regarding the review. A note of the meeting with the proposed reviewer will be circulated (out of meeting) and the draft ToR will be returned to the Board for agreement. **(ACTION)**

Agreed: That the SID and Chair of ARAC would make contact with the proposed reviewer on behalf of the Board to discuss the draft ToR and their availability and suitability to conduct the review.

14. BOARD MEETING ATTENDANCE (PAPER REF IOPC 01/23/14)

The Board considered the document presented by the Governance Secretary.

Agreed: To note the document.

15. FORWARD PLAN (PAPER REF IOPC 01/23/15)

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.

16. DATES, TIMES AND VENUE OF FUTURE MEETINGS (PAPER REF IOPC 01/23/16)

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

- that the earlier recommendations (from the Task and Finish Group) for a combination of business as usual and seminar style meeting may potentially impact on meeting dates (from the next financial year). **(ACTION)**
- that at least one Board meeting will be held in Wales.

Agreed: To note the document.

ACTION: HEAD OF PRIVATE OFFICE

17. ANY OTHER BUSINESS

The Board briefly discussed members' term of office, resignation/departures and the need for continuity, ensuring relevant background, skills and experience. Also, the need for clarity on the related process to ensure continuity. This will be discussed with the Home Office.

Agreed: To note.

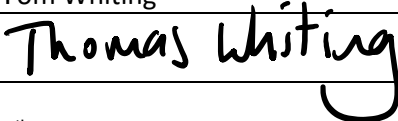
18. MEETING REFLECTION

The Interim Director of Operations (SE) led the Board's reflection on:

- The self-assessment which is generating confidence in the organisation.
- Clarity in performance reporting.

- Opportunity for wider discussion in a smaller group being established with input from the new Head of Comms.
- Addressing challenges, monitoring trends etc. and having the commitment to resolve issues as well as being proactive and ensuring impact. Also, considering what is required for the wider system and increasing confidence in processes.
- More focus on longer term issues and effect. For example, where the organisation should be in about 5 years and what is needed (and being done) to achieve them.
- The opportunity for face-to-face (and more organic) discussion helping to change the dynamic of the meeting. Also, working together effectively to stabilise the situation following the December event which was particularly challenging.

Agreed: that **Bill Matthews** will lead the reflection for the next meeting.

NAME	Tom Whiting
SIGNATURE	
DATE	7 th March 2023

Schedule of actions

Agenda Item	Action by
6-7	Interim DG/Director (S&I)
13	Interim DG
16	Head of Private Office