Unitary Board Meeting Minutes

Date and time: Wednesday 14 January 2026 at 10:30hrs

Venue: Virtual on MS Teams

Members Present:

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

In Attendance:

David Emery	General Counsel
Rob Barnes	Director of Transformation
Andy Johnson	Director of Strategy, Policy and Impact
Elinor Howard	Head of Public Safety & Immigration Sponsorship, Home Office
Misha Upadhyaya	Chief of Staff
Erika Ryan	Senior Executive Support

UB 01/26/01 WELCOME AND INTRODUCTIONS

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

UB 01/26/02 APOLOGIES

Jodie Gibson, Head of Home Office Sponsorship Unit

UB 01/26/03 DECLARATION OF INTERESTS

Suzanne is participating in the review of the Metropolitan Police Service alongside Gillian Fairfield. This work commenced this week and will continue through to the summer.

UB 01/26/04 MINUTES OF THE LAST MEETING HELD ON 12 November 2025

The minutes of the meeting held on 12 November 2025 were reviewed and approved, subject to the following amendments:

- The attendance log to be updated to show apologies from Jodie Gibson.
- The attendance log to be updated to note the attendance of Elinor Howard.
- Item 7, Performance Report: Key point four should not that new reviews have exceeded closed.

- Item 7, Performance Report: Paragraph two “Members stressed addressing cultural and morale challenges to ensure alignment with transformation goals” – to be amended to reference the legal team.

UB 01/26/05 MATTERS ARISING/ACTION LOG

The Board reviewed and provided updates for the outstanding actions, and the following were noted:

- Action 7 – Non-Executive Directors to provide their availability for office visits for the forthcoming 12-month period to the Governance Team, who will coordinate and schedule the visits accordingly**.**
- Action 15 – Closed
- Action 16 – Closed
- Action 17 – Closed
- Action 18 – AI governance will be included in the Transformation update at the next Board meeting.
- Action 19 – Closed

UB 01/26/06 DIRECTOR GENERAL UPDATE

The Director General presented her report and highlighted the following:

- 2025 was a pivotal and transformative year for the IOPC. The Director General thanked the Board for their support with the transformation that took place within the organisation in 2025, which included developing an outward facing senior engagement function, the launch of the new national investigations model and the development of an AI project which launched CoPilot.
- The careful management of high-profile cases continues. The Public Inquiry into the Calocane investigation will commence in February. The Director General has been invited to give oral evidence to the Inquiry in April.
- There continues to be a challenging financial position for this year. The Director General has written to the Permanent Secretary outlining the work we are doing to address the overspend.
- Auditors flagged that the approvals for PILON previously issued were incorrect. Approval was received from the Home Office, however approval should have been sought from the treasury also. The Permanent Secretary has been advised of this by the Home Office.
- The White Paper on policing reform is expected to be published by the end of January. The Director General wrote to the Home Secretary outlining suggestions on how improvements could be made to the Police Accountability system.
- We are awaiting confirmation on the re-appointment of Christine Elliott and Rommel Moseley as Non-Executive Directors.
- This will be Kathie Cashell’s last time attending the Board prior to leaving the organisation on 30 January. Interim arrangements following Kathie’s departure have been shared with the organisation. Andrew Johnson will be joining Management Board and Unitary Board as a full member, subject to vote approval from Members.

Christine Elliott provided feedback on the Director General’s letter to the Home Secretary, noting that it was excellent and suggesting that we could have further emphasised our plans to enhance productivity through various initiatives, including the use of Artificial Intelligence.

The Board discussed the Home Office's plans to appoint a Chair to the organisation. Concerns were raised regarding the risk that a change in leadership may disrupt the transformation programme. It was also noted that the Non-Executive Directors had not been consulted on the introduction of the Chair role.

Action: Elinor Howard to share feedback on the Chair role with the Home Office.

Rommel Moseley reflected on the culture change that can be felt in the organisation, noting that proportionality and risk appetite are better understood.

UB 01/26/07 HEADLINE PERFORMANCE REPORT

The Deputy Director General (Investigations, Oversight & Casework) spoke to the circulated paper:

- **Assessment Unit**: The average processing time for referrals is 4.5 days, remaining within the 5 working days target. This is the seventh consecutive month that performance has remained within the KPI.

- **Core Independent Investigations:** The completion of seven Charing Cross investigations within 6 months resulted in a monthly performance of 39% of completions. This has enabled us to reach our 30% YTD KPI for completion in 6 months. YTD performance completions remain above our 70% KPI for completions in 12 months.

- **Casework:** We continue to close more reviews than we receive each month. There has been an increase in referrals, however, reviews are now below 1000 for the first time since July 2022. The average time to complete a review of police handling of a complaint is down to 69 working days.

- **Customer Contact Centre**: Active enquiries and direct complaints have risen due to staffing challenges.

The Board discussed the need to understand the rising demand for reviews and the factors that may be contributing to the increase. We are undertaking work to understand the increasing demand.

Action: Steve Noonan to provide an understanding on what may be driving the increased demand for reviews.

The Board discussed the cost of resource requirements for the Nottingham Inquiry. Resource has been committed to the inquiry to the end of the year. There was a wider discussion on quantifying the cost of an investigation.

Quality metrics are being considered for inclusion in future meeting packs.

UB 01/26/08 HEADLINE RESOURCES REPORT

The Director of Finance and Corporate Resources spoke to the circulated paper and highlighted the following:

The resource expenditure (RDEL) overspend has been reduced significantly due to a change in our accounting treatment for leases, as set out in the report. This results in an increase in our capital spend, which is now forecasting an overspend.

- The capital expenditure overspend is forecast to be £1.49m, corrected from £1.32m as noted in the report. This is due to improved accuracy of the accounting adjustment for our office leases this year.

- Due to lower staff turnover than expected, the turnover assumption in the Medium Term Financial Plan has been reduced to 8%. This will be discussed further with Management Board.

Our planning for the Medium Term Financial Plan focuses on maximising our spend on frontline staff. Unfortunately we have no indication from the Home Office about next year's funding which creates uncertainty about any decisions required to manage next year's position.

Management Board will meet on 10 February 2026 to discuss the Medium Term Financial Plan with a focus on next year's budget.

UB 01/26/09 TRANSFORMATION PROGRAMME QUARTERLY UPDATE

The Director of Transformation, Rob Barnes, spoke to the paper. The Board were invited to consider progress of Phase 2 of the Programme.

The Board heard that there is good overall progress across the Transformation Programme. There is a continued focus on operational delivery and improving productivity. Across the wider programme, a new Stakeholder Information Management System and AI Copilot Chat have been introduced to the organisation.

The Board were informed of the next steps of the programme – 2026/27 will focus on resourcing and prioritisation, which includes a review of the Director of Engagement roles. The Non-Executive Directors shared an offer of help to work through costing scenarios.

Further information was sought from the Board regarding the referrals prioritisation tool, which will enable Decision Makers in the Assessment Unit to prioritise investigations that matter most to the public and stakeholders.

Action: Rob Barnes to share additional information on the referrals prioritisation tool with Members out of board.

The Board discussed the benefits framework, as outlined in annex 1, comprising of multiple benefits estimations, forecasting and reporting tools. The identified efficiencies will be considered. A further conversation on the benefits framework outputs will take place at the Performance and Finance Committee.

UB 01/26/10 SERVICE USER APPROACH

Research Manager, Rachael Toon, joined for this item and spoke to the paper. The paper provided an update on the service user approach and delivery against the service user strategy. The review shows that there are some areas for improvement (timeliness, quality of interactions, quality of information).

Suzanne Jacob noted that, regarding the reviews survey, it is worth considering that there may be an additional positive where people who decided not to complete the survey, for whatever reason, were glad that the survey was provided as an option.

The Board discussed the continued need to focus on improving communications to the service user, ensuring that there is consistency of empathy and that the service user feels listened to during the process. There is an opportunity to design tangible improvements with the service user panel.

The Board suggested using the information in the report as a baseline for benchmarking.

UB 01/26/11 STRATEGIC PLAN AND BUSINESS PLANNING 26/27 UPDATE

The Director of Strategy, Policy and Impact, Andrew Johnson, spoke to the paper and updated the Board on the progress of the strategic and business plans.

The Board heard that staff engagement on the new strategic plan will occur in conjunction with the April transformation events.

The Board were asked to provide feedback on the proposed vision, mission and set of objectives for the new Strategic Plan.

Suzanne Jacob suggested the proposed objective “Systems and processes that work for us and our service users” be changed to “Systems and processes that work for our service users and for us”. This change was **agreed**.

The Board discussed the potential addition of wording to reflect the people who have the least trust in the system.

Action: Andrew Johnson to share any amendments to the wording with members out of Board.

UB 01/26/12 STRATEGIC RISK REVIEW

The Director of Finance and Corporate Resources, David Cryer, spoke to the paper.

David noted the following changes to the Strategic Risk Register:

- Addition: a new risk “Misunderstanding of Role” (SRR030) has been added to the register.
- Removal: the Hillsborough Report risk (SRR023) has been removed following publication of the final report.
- Amendments: The focus of SSR022 has changed from “staff welfare” to “capacity changes”. The risk score of SRR028 has been reduced from 24 to 19.

The Board thanked David Cryer and his team for the succinct papers.

The Board discussed whether risk 29 on artificial intelligence should be black (high impact/high likelihood) on the Strategic Risk Register heat map. It was confirmed that this risk is about others outside of the organisation using AI, which is difficult to control.

Action: David Cryer to consider wording and rating of risk 29 Artificial Intelligence.

UB 01/26/13 VERBAL REPORTS FROM UB COMMITTEES:

ANNUAL REPORT AND ACCOUNTS COMMITTEE (ARAC)

Clive Quantrill provided feedback that there was an improving trend on how GIAA are assessing our risks.

QUALITY COMMITTEE

Rommel Moseley shared that staffing issues in the Customer Contact Centre were discussed at the Quality Committee meeting. Information about the new telephony system was shared.

UB 01/26/14 BOARD MEETING ATTENDANCE

The Board meeting attendance was not discussed.

UB 01/26/15 FORWARD PLAN

The Forward Plan was discussed: -

- Staff Survey action plan to come to a future Board meeting for discussion.
- Workforce plan to be brought to a future Board meeting, following a discussion at the People and Culture Committee. (March/May)

UB 01/26/16 DATES, TIMES AND LOCATIONS OF FUTURE MEETINGS

The Board confirmed that they were content with future meeting dates.

UB 01/26/17 ANY OTHER BUSINESS

Rommel Moseley requested clarity on the roles in the Governance team.

Action: David Cryer to share information on the Governance team roles.

A query was raised regarding the Non-Executive Directors access to the MyIOPC system to view their payslips, which they are unable to do at present.

Action: David Cryer to enquire about Non-Executive Director access to the MyIOPC system.

UB 01/26/18 MEETING REFLECTION

Steve Noonan facilitated the meeting reflection noting, as we enter into the new year, the huge progress that the organisation has made in 2025. Steve noted, as seen in the papers and data shared at this meeting, the organisation is still delivering despite increases in demand. Steve acknowledged Rachel Watson's leadership and the collective desire to pull the organisation in the right direction.

The Chair thanked the Board and closed the meeting.

Name	Rachel Watson
Signature	
Date	20 February 2026