

Unitary Board Meeting Minutes

Date and time: Wednesday 15 July 2026 at 10:30hrs

Venue: Canary Wharf and virtually via Microsoft Teams

Members present:

Rachel Watson	Director General / Chair
Steve Noonan	Deputy Director General, Investigations, Oversight & Casework
David Cryer	Director of Finance and Corporate Resources
Christine Elliott	Non-Executive Director
Suzanne Jacob	Non-Executive Director
Rommel Moseley	Non-Executive Director

In attendance:

David Emery	General Counsel
Chris Felton	Head of Home Office Sponsorship Unit
Misha Upadhyaya	Chief of Staff
Penny Finch	Governance Manager
Florence Agyei	Director of People and Change (Item 10)
Rob Barnes	Director of Transformation (Item 8)
Peggy Walters	Deputy Director of Communications and Engagement (Item 9)

UB 07/26/01 WELCOME

The meeting commenced at 10.30hrs.

This meeting is not quorate due to Non-Executive members not being in the majority, due to unexpected circumstances. In line with the IOPC Standing Orders, voting decisions will not be possible unless a majority of NED members are present. In this meeting, any decisions taken by majority decision will still be subject to NED majority agreement, with decisions and any objections recorded in the next meeting.

UB 07/26/02 APOLOGIES

Apologies are received from the following members:

Clive Quantrill	Non-Executive Director
Julia Mulligan	Senior Independent Director
Andy Johnson	Director of Strategy, Policy and Impact

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UB 07/26/03 DECLARATION OF INTERESTS

Suzanne Jacob is a participant in the review of the Metropolitan Police Service alongside Gillian Fairfield. This work commenced in January 2026 and will continue through to the summer.

UB 07/26/04 MINUTES OF THE LAST MEETING

The minutes of the last meeting, held on 13 May 2026, were reviewed by the Board and approved.

UB 07/26/05 MATTERS ARISING / ACTION LOG

The Board received notice that the 24/25 Annual Report and Accounts were laid in Parliament today. Members reviewed and provided updates for the outstanding actions, and the following were noted:

- Action 18: AI Governance proposals are being sent to the next meeting of Performance and Finance Committee, having been received by the Audit and Risk Assurance Committee (ARAC) in July.
- Action 27: David Cryer confirmed that a new forward plan is being received at Management Board in July.
- Action 29: This action is now complete.

UB 07/26/06 DIRECTOR GENERAL UPDATE

The Director General thanked Board members for their contributions to the recent Board away day, held on 17 June.

Members discussed the uncertain political environment, with anticipation of changes in senior government roles including the Prime Minister and potentially the Home Secretary and Policing Minister. The Board recognised that despite this uncertainty, the IOPC continues to operate in a highly sensitive and high-profile context and should expect this to continue into a new administration. Focus will remain on major cases over the next few months, such as the Henry Nowak case and all Nottingham-related work. There is ongoing work with the Home Office to advocate for further funding during this time of significant demand. The Director General also advised the Board that a new Framework document with the Home Office is in progress.

The Director General updated members that over the summer, the IOPC expects to make a number of key announcements and decisions. Last week, the position was announced on use of force cases, where police officers will no longer be taken through cases to answer, that will not exist when the new use of force protocols are enacted. The civil test still remains in place at earlier stages of decision-making. This

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change has been in response to the change in government policy, and the organisation has responded well to the government position. Strong stakeholder management supported this announcement, with staff sharing positive feedback and constructive discussions about the rationale change. Board members welcomed this successful engagement approach and noted that internal sessions will be rolled out to support decision-makers in applying the changes consistently. Members discussed the likelihood of legal challenge proceedings being brought as slim, although not impossible if any of the affected cases were to become prominent or high-profile.

The Director General discussed the final report of the Police Leadership Commission, '*Professionalism and performance – police leadership for the future*', published on 6 July and its detailed recommendations for improvements and change to policing leadership. There was positive external media coverage of the Commission report and the Director General spoke as part of a Channel 4 News feature. Board members welcomed the comprehensive recommendations and discussed that ensuring 'safety to challenge' within policing culture remains an ongoing issue.

The Director General highlighted the continuing demand and growing case volumes experienced. The Board expects that Operation Beaconport may generate in the range of 90 additional cases for the organisation to manage. The Director General continues to formally write to the Home Office to request additional funding to address these pressures and the Director General and Management Board members will continue to advocate with the Home Office. The Board agreed to engage with other regulators to understand how other bodies in the sector are managing increased demand, with Andy Johnson asked to coordinate this work.

Action: Andy Johnson to engage other regulatory bodies to discuss the management of increasing demand.

UB 07/26/07 POST AWAY DAY ACTIONS

David Cryer introduced paper UB 07/26/07 to the Board, summarising the recent Unitary Board Away Day, held on 17 June 2026.

Four framing strategic questions emerged from the day as key drivers of strategic enquiry and the Board welcomed their inclusion in future scrutiny and reporting considerations. Board members agreed that they want to get a better understanding of the 'full picture' of departmental areas and what is requiring of the Board's specific attention – those things which may have a long-term impact on delivery or strategy of an area; the top two/three things happening in an area and what teams are anticipating for the work over the next six months. In active operational work, where this may be more unpredictable, a risk-led approach is welcomed, to emphasise what can be progressed and the impact of not pursuing certain options or high-level

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activities. The Board would like to specifically like to see more insights from across the organisation. Rommel framed this conceptually as 'those factors which are trajectory-changing' and the Board welcomed this perspective and insight being adopted into future reporting.

UB 07/26/08 TRANSFORMATION

Rob Barnes presented paper UB 07/26/08 to the Board, exploring the latest updates from the Transformation programme. Rob updated members that the programme delivery is achievable, despite complexities, and the status of the overall programme remains amber. Engagement with operational teams confirms that the plan remains feasible and delivery is balanced against the core business constraints, with ongoing monitoring in place to ensure Transformation work does not overload capacity elsewhere. The Board discussed where benefits tracking is strengthening, including productivity improvements and how this can be tracked and include emerging non-cashable efficiency measures. Rob explained that further work is underway to improve the measurement of quality and service-user benefits, not just their related output metrics.

The Board discussed the adoption and rollout of AI, and how AI is being developed through a federated model, with a focus on enabling staff-led prioritisation of the use cases. So far, this has resulted in early AI deployment of tools for Casework with more in the pipeline for other teams in Investigations, Casework and Oversight. AI agents are being built in-house to support work in specific, controlled frameworks.

Board members discussed that Transformation reporting is being reframed using four strategic lenses that were highlighted at the away day. Members suggested that these considerations of impact, risk, culture and performance should also be reflected in the work of the Unitary Board Committees. An ongoing challenge for Transformation is 'change fatigue' and the Board were interested to explore both the drivers of this fatigue and the intersection with behavioural change.

UB 07/26/09 COMMUNICATIONS & ENGAGEMENT STRATEGY

Peggy Walters presented paper UB 07/26/09 to the Board, introducing the Communications and Engagement Strategy. The Strategy introduces a move from reactive communications to a proactive, targeted approach, with clear priority topics and a stronger measurement of outcomes. Board members were pleased to see that a baseline will be developed this year against which engagement strategies can be measured in the following years. Members discussed the increased use of existing data to inform the communications strategy and supported this approach.

Peggy explained that there is a cultural shift in how communications activity is being planned and delivered, with tactical plans being developed across digital, media, internal communications and stakeholder engagement areas. Board members welcomed the new approach and were pleased to see detailed analysis of the

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audience segmentation included in the strategy. Members agreed that focusing on improving public perception is a critical objective, and that both supporters and critics of the organisation should be engaged with effectively. The strategy will direct future communications to be addressing sensitive topics, such as deaths in custody, mental health, VAWG and discrimination, in sustained themes and programmes of activity. The Board welcomes this update and thanks Peggy for this comprehensive report.

UB 07/26/10 ONE IOPC

Florence Agyei joined the Board and presented the One IOPC update to members. The report gives an overview of the positioning of people within a transformed IOPC (able to perform well, trusted to deliver results, and working to a clear direction). The Board discussed the leadership development programme, *Grow, Inspire, Lead*, and were pleased to see 93% attendance for the development sessions from senior leadership. Compliance with the Drive process continues to rise, with 95% of staff having completed the annual reflection meeting.

The Board welcomed these updates and asked members about discontent within the organisation, asking for more detailed data about what may be driving low staff survey engagement and what continues to be the drivers behind the culture of the organisation. Despite surveys indicating that people do not feel able to challenge decision-making, there is an active culture of challenge that is visible in the organisation, the Board would like to see any underlying factors interrogated in more detail. Discussing 360-feedback, the Board welcomed this as a factor in increasing mutual respect across the organisation. The impact of recognition of individual staff achievements continues to be a growing success, and the Board welcomes the work the team has achieved so far to raise the profile of this activity.

UB 07/26/11 PERFORMANCE

Steve Noonan presented the Performance report to the Board. Performance remains stable but under sustained pressure across all teams due to the ongoing rising demand and resource constraints as discussed earlier in the meeting. Steve shared with members that referral intake is at record levels, with significant growth compared to the volume of referrals received at the same period last year. The average processing time remains within the KPIs (2.5 working days against a 5 day target). Forecasting suggests 8,200 referrals may be received this year, a substantial increase in demand.

Members discussed the constraints on capacity and operational pressure, noting that multiple high profile and complex cases are having a substantial impact on capacity. The Board supported accelerated recruitment to increase capacity in Investigations teams and discussed how AI-enabled tools are being successfully tested and embedded to improve elements of administrative tasks within Casework.

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The Board was assured that the KPIs are being achieved due to increased productivity being achieved across many teams, but that the increased demand alongside an unprecedented number of high profile critical incidents simultaneously is unsustainable in the longer term without additional recruitment. Board members discussed the factors affecting individual KPIs in more detail, including the 6-month closure rate. The Board supported the approach to oversee this critical delivery, despite no additional funding, to manage the significant influx of CSA cases associated with Operation Netton, Operation Beaconport and the yet-to-start Public Inquiry into Grooming Gangs. Members welcomed that recruitment into Investigations teams will be targeted and recruitment to these teams has been accelerated to address this significant challenge.

UB 07/26/12 RESOURCES

David Cryer presented the Resources report to Board members, sharing that the organisation has reduced expenditure by £790k. This still marks an overspend against the budget as delegated by the Home Office but reduces that overspend position at present. This reduction is due to a higher staff turnover than expected within the period. The Board discussed the spend control mechanisms and the position of the Investment Approvals Panel to support the spend position, noting that recruitment of Investigations team members may also affect the overspend position.

UB 07/26/13 ARAC ANNUAL REPORT

The Board received the annual report from the Audit and Risk Assurance Committee.

UB 07/26/14 ATTENDANCE

The Board meeting attendance was accepted as an accurate record.

UB 07/26/15 FORWARD PLAN & FUTURE MEETINGS

The Forward Plan and future meetings schedule were reviewed and accepted.

UB 07/26/16 AOB

No other business.

UB 07/26/17 REFLECTIONS

Suzanne Jacob led the meeting reflections. This is a challenging moment for the organisation to navigate significant external factors beyond IOPC control, particularly changes in the political environment which are fast-paced and still developing. The Board has seen positive progress on the development of our Framework document with the Home Office and to strengthen our communications activity and HR processes. The Board has combined strategic discussion with tactical updates on

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performance and areas of significant pressure. Despite this demand, Board members have been given detail and clarity about how the organisation continues to be achieving in those areas we can control. The organisation continues to respond to pressure and is becoming more confident and stable in its productivity and in the direction that can be taken.

Close

The Chair thanked the Board and closed the meeting at 13.30.

Signature



Name

Rachel Watson

Date

9 September 2026