Unitary Board Meeting Minutes

Date and time: Wednesday 11 March 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
Julia Mulligan	Senior Independent Director
Clive Quantrill	Non-Executive Director

In Attendance:

Rob Barnes	Director of Transformation (Item 9)
David Emery	General Counsel
Elinor Howard	Head of Public Safety & Immigration Sponsorship, Home Office
Misha Upadhyaya	Chief of Staff
Penny Finch	Governance Manager

UB 03/26/01 WELCOME AND INTRODUCTIONS

The meeting commenced at 10.30hrs and was quorate. The Chair welcomed members and attendees to the meeting.

UB 03/26/02 APOLOGIES

Andy Johnson, Director of Strategy, Policy and Impact
Jodie Gibson, Head of Home Office Sponsorship Unit

UB 03/26/03 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.

Julia Mulligan has been appointed to the Police Leadership Commission. The Commission is tasked with assessing current leadership capabilities and challenges in policing and making recommendations for changes. Julia also discloses interests as the Chair of the Gangmasters and Labour Abuse Authority (GLAA) and the Chair of the North West Ambulance Service (NWAS).

UB 03/26/04 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 14 January 2026 were reviewed and approved by the Board.

UB 03/26/05 MATTERS ARISING/ACTION LOG

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

- Action 20: Elinor Howard shared an update from the Home Office and reflected that contributions from the Board were fed back accordingly, and further correspondence will be issued in due course.
- Action 21: Complete.
- Action 22: Complete.
- Action 26: Board members discussed access to payslips and the MyIOPC system. David Cryer will source a solution between meetings to close the action by May's meeting.

UB 03/26/06 DIRECTOR GENERAL UPDATE

The Director General shared updates with the Board about high-profile activities including the continuing work on Operation Westby and the Independent Inquiry into Grooming Gangs (Operation Netton).

The Board discussed the White Paper on Police Reform and reflected on the positive relationships that have been built with key stakeholders, leading to a significant proportion of the IOPC's proposals to the Home Secretary being included within the White Paper. Board members reflected that the White Paper outcomes represent a positive position for the organisation. Engagement with the Home Office, including a letter to the Home Secretary (previously circulated to the Board), was considered particularly effective and helped shape the White Paper's chapter on accountability in policing. The Board discussed the Director General's op ed in *The Times* prior to publication of the White Paper and the editorial emphasis on Chief Constables. The Board reflected on the ongoing outcomes of Operation Westby and were pleased to hear these were included in the Director General's meeting with the Mayor of London on 9 March.

The Board spent time discussing the cultural and systemic drivers of accountability in policing structures, sharing insights from the recent Policing Conference and other engagements. The Board explored future opportunities for Non-Executive Directors to add value with this developing momentum. Board members discussed the Independent Review of Police Force Structures, led by Lord Hogan-Howe, also announced in the White Paper. It was noted that significant structural change is not expected within the current Parliament, and the IOPC will prepare for the national transition activities to take place in the next Parliamentary period.

The Board also spent time discussing accountability within the IOPC and how transformation is continuing to positively support organisational culture. Board members noted the importance of culture in improving performance and explored how organisational culture after transformation may be evidenced and visible across the organisation.

UB 03/26/07 PERFORMANCE REPORT

Steve Noonan presented the circulated paper to the Board. Board members discussed the continued positive performance of the Assessment Unit and noted that this is a busy period for Investigations, with a high volume of case completions expected.

Performance now exceeds the 70% and 30% KPIs for 12- and 6-month case completion respectively. The Board were informed that compared to last year, approximately 70 more cases have been opened. A smaller proportion of cases being carried forward into the next year are over 12 months old when compared with the previous year. Board members commending the significant improvement in both performance and the presentation of performance measures and recognising this as an important milestone since the introduction of the national model in October. The Board commended Steve Noonan and the teams in Investigations for their excellent performance outcomes achieved this year.

The Board discussed that Operation Netton continues to involve significant strategic and operational resource, with 22 investigations established within the Major Investigations directorate to date. The Board recognised the substantial impact of the operation and noted the likelihood of further police conduct matters arising as more evidence is received. Board members discussed the need for collaborative working to support survivors and victims, including the importance of adopting trauma-informed approaches. In the absence of additional funding for Operation Netton, the Board agreed that the financial demand should be clearly reflected in future reporting and agreed to the establishment of a dedicated cost centre.

The Board discussed capacity pressures within the CCC, noting that in February Management Board agreed to amend the call centre opening hours to 10am to 4pm, aligning with other public sector organisations. SN agreed to explore the monitoring of repeat issues emerging through the CCC, including how these insights are reviewed and managed. Quality remains a standing focus of the Board, with discussion covering disclosure and case supervision. The Board briefly discussed the use of transcription tools, including their ability to support signposting in the CCC, and agreed this should be explored further.

An update on Casework highlighted that the backlog has reduced from 12 months to approximately five months, with sustained improvements in timeliness following transformation initiatives. The Board discussed the drivers of increasing demand for reviews and how teams are modelling the expected 'new normal'. The Board noted that the IOPC is expected to receive over 100,000 complaints for review in 2026/27, with rising dissatisfaction with policing and the increased use of AI- or bot-generated complaints contributing to this increase. The Board discussed how teams in Casework can continue to manage this demand sustainably and were assured to hear about the extensive engagement and analysis underway to understand the factors driving this increased demand.

Action: David Cryer to explore how the organisation can account for the costs of Operation Netton as a separate cost item.
Action: Steve Noonan to review the plans for technology implementation including monitoring of repeat issues within the CCC and complaints teams and the use of transcription tools in the CCC.

UB 03/26/08 RESOURCES REPORT

David Cryer presented the resources paper and budget proposals to the Board.

The Board formally agreed the budget proposed by Management Board for the upcoming year, which commits the organisation to a higher budget than our formal allocation from the Home Office.

Board members held a detailed discussion regarding the budget, current spend, and the Annual Report and Accounts, and Board members were pleased to see that further innovation and cost-saving measures continue to be interrogated by Management Board.

Board members discussed the continued engagement with the Home Office and Treasury to manage the exits process more effectively and discussed how the Non-Executive Directors can advocate for the organisation with key stakeholders to advance proceedings. The impact of the prolonged exits process was recognised as significant for both the current and future budget overspend position.

UB 03/26/09 UPDATE ON BUSINESS PLAN

Rob Barnes presented the circulated paper to the Board and provided insights about the Referrals Prioritisation tool that is in development. The Board heard about the progress involved, adapting the MoRILE (Management of Risk in Law Enforcement) design to build a tool that can be of most value to IOPC stakeholders. At present, the process design is complete, and actions continue to integrate the tool into ongoing work.

The Board thanked Rob for this update and look forward to receiving the full Business Plan update in May's meeting. The Board agreed to publish the Business Plan within six weeks of sharing the final version with the Home Office and agreed to inform the Home Office.

UB 03/26/10 ONE IOPC

David Cryer introduced the One IOPC paper and Board members discussed the update in detail. The Board were pleased to see data informed decision-making evident in the paper, emphasising the positive insights within the 'Grow, Inspire, Lead' initiative. Board members hope the data may be developed in other areas within the One IOPC programme. The Board talked about EDI data and the importance of including specialist provision where insights show it may be appropriate.

Board members encourage teams to continue to use the One IOPC plans and strategies to demonstrate how activities may lead to increased impact and performance outcomes for the organisation. Members of the Board not serving on the People and Culture Committee were interested to have sight of the plans referenced in the report and it was agreed to share plans accordingly.

The Board also spent time discussing the 'Time to Reflect' process, due for completion across the organisation by 31 March. Board members look forward to seeing the outcomes of this annual process in future updates and discussed the recording of performance. The Time to Reflect process will also be discussed at the People and Culture Committee meeting on 18 March.

Action: David Cryer to send the EDI plan, Strategic workforce plan, and delivery plan to Suzanne Jacob between meetings.

UB 03/26/11 ANNUAL BOARD EFFECTIVENESS REVIEW

David Cryer spoke to the circulated paper. Board members discussed the proposals and were keen to see practical, tangible examples to evaluate the Board's collective behaviours, decision-making, and advisory approach. Three areas for inclusion were agreed:

- To identify the three most effective things Board members can do to drive progress and high standards within the IOPC;
- Agree how Board members can project an external voice with external relationships strategically to support the IOPC's priorities;
- Give due consideration to sustainability of the organisational transformation and succession planning within the Board.

The board discussed the facilitation style of the day and look forward to having practical, robust challenges to consider collectively.

Action: David Cryer to liaise with the facilitator, Peter Shaw, and share the Board's comments to ensure the review delivers effective outcomes.

UB 03/26/12 BOARD MEETING ATTENDANCE

The Board meeting attendance was accepted as an accurate record.

UB 03/26/13 FORWARD PLAN

The Forward Plan was discussed and accepted subject to the following change:

- The Board agreed to change the unscheduled ‘AI Governance’ item to a more focused report about ‘AI strategy, planning and use cases’ with more detail expected to come to future meetings of the Performance and Finance Committee.

UB 03/26/14 DATES, TIMES AND LOCATIONS OF FUTURE MEETINGS

The Board confirmed that they were content with future meeting dates and office visits schedule.

UB 03/26/15 ANY OTHER BUSINESS

The Board discussed the messaging about respectful communication sent to all staff in February 2026. Board members discussed their support for the initiative and were pleased to see the joint messaging from both the Union and Management Board in support.

UB 03/26/16 MEETING REFLECTION

Rommel Moseley led the meeting reflection, highlighting the depth and quality of the discussions held. Rommel reflected that the meeting had reiterated the value of demonstrating accountability, the importance of celebrating achievements, and continuing to recognise the positive pragmatism shown by teams who are rapidly improving their performance.

Board members have continued to explore the impact of positive advocacy for the IOPC and hope to continue to be supportive and influential advocates outside of the board room. Rommel was pleased to hear quality referenced throughout the discussions today. There was also a note of caution to recognise, in discussions about increasing workloads the Board is mindful that the IOPC should not become a compensatory mechanism to offset performance issues experienced in some police forces. Accountability and leadership will continue to be central themes for the Board and members look forward to a significant, busy agenda at the next meeting.

Close

The Chair thanked the Board and closed the meeting at 13.26.

Name	Rachel Watson
Signature	
Date	20 March 2026