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| **1. Leading ICV Schemes** |
| **Action** | **Deadline** | **Outcome and measure** | **Update** |
| * 1. Develop a plan for a year-long thematic on detainee dignity in order to equip schemes to recognises and respond to failings on detainee dignity in their area. The plan should include:
* National research.
* Complementary stakeholder projects.
* Plans to deliver guidance, training and conferences.
 | End of April 2019. | OutcomeRobust, scheme and research informed plan in place to deliver support that schemes require.Measures* Desktop research complete.
* Stakeholder research complete.
* Consultation with scheme managers / National Expert Forum complete.
* Plan written and agreed.
 | Quarter one update**COMPLETE**ICVA has completed an annual plan for the detainee dignity thematic. This includes:* Consultation with the National Expert Forum and stakeholders.
* Bitesize training plans.
* A suite of support resources for scheme managers, and
* Annual conferences.
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| * 1. Lead an evaluation of the methodologies for independent custody visiting in order to ensure that it is fit for purpose, effective and efficient. In particular:
* Consult key stakeholders in proposed evaluation and reforms in order to ensure that they are desirable, feasible and viable.
* Arrange a stakeholder visit to understand and evaluate a recent pilot of changes to methodology.
* Oversee and support an extension of a local pilot.
* If the pilot is successful:
	+ Support an extension of the pilot to other schemes.
	+ Evaluate the extended pilot.
	+ If successful, develop plans and resources to further extend the new methodology across all independent custody visiting.
 | Quarter one.Quarter one.Quarter two.Quarters two and three.Quarter four. | OutcomeAn evaluated and extended pilot on proposed improvements to independent custody visiting methodology with potential to roll out nationally if successful.MeasuresFull stakeholder engagement programme completed.Stakeholder fact finding visit complete.Initial pilot evaluation complete.Pilot extension and evaluation. | Quarter one updateOn track: * Consultation with key stakeholders complete.
* Derbyshire presented to ICVA’s Board instead of a visit to Derbyshire. The Board agreed to adopt the pilot.
* Seven schemes initially joined the pilot; six schemes are currently signed up to continue in the pilot.
* ICVA has appointed independent evaluators of the project.
* ICVA has delivered a scheme support day for all participating schemes, including train the trainer, initial evaluation and project management.
* ICVA has delivered a draft ‘go live’ pack for participating schemes.
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| * 1. ICVA will be an active stakeholder in national projects regarding police custody.

ICVA work with national stakeholders in order to be aware of any projects or thematic work that will impact independent custody visiting. ICVA will lead and direct schemes as required in order to ensure that independent custody visiting makes meaningful contributions to national projects and work.Notably, ICVA will:* Attend and be an active partner in the PACE Strategy Group in order to ensure that independent custody visiting schemes are aware of national work and to prepare schemes for required changes to local practice.
* Regularly discuss methodology and expectations and share information and findings with HMICFRS and HMIP in order to ensure that all three organisations are working as effectively as possible.
* Attend and be an active partner in the National Custody Forum in order to ensure that independent custody visiting schemes are aware of, and able to respond to forthcoming national priorities and joint working.
* Engage with the IOPC in order to keep up to date on current issues in police custody and inform local independent custody visiting schemes of their implications.
* Regularly communicate with the policing representatives on the Independent Advisory Board in order to understand national trends and projects and advice local schemes of required changes to respond to them.
* Attend the Ministerial Board on Deaths in Custody in order to understand wider trends regarding safety in detention
* Work with national charities, organisations and individuals committed to improving detention in order to understand key and future work underway that is relevant to independent custody visiting.
* Translate relevant findings into member briefings, guidance, projects and training.
 | This is an on going, strategic role for ICVA  | OutcomesSchemes are informed of key issues in custody and empowered to respond.MeasuresBriefings shared with schemes.Custody visiting reports used for national work. | Quarter one updateOn track:* ICVA attended the April PACE Strategy Board meeting to present on the Independent Custody Observer Pilot (ICOP) and respond to the National Appropriate Adult Network (NAAN) publication ‘There to Help 2’.
* ICVA has been in regular contact with the inspectorates and supported the inspection of Devon and Cornwall police custody.
* ICVA was not able to attend the National Custody Forum due to a clash with an ICVA event, but has remained in regular contact with the NPCC and contributed to a presentation delivered at the event on women in police custody.
* ICVA has engaged with the IOPC and will have a significant article about ICVA and independent custody schemes in the next ‘Learning the Lessons’ document.
* ICVA has been in touch with the IAP and Ministerial Board. The Vice Chair attended the recent Ministerial Board on Deaths in Custody and ICVA has briefed the IAP on the ICOP work and research on women in police custody.
* ICVA has engaged with NAAN on ‘There to Help 2’, sharing the results with all schemes through its newsletter and including areas of key importance in ICOP. ICVA is also working with the University of Cardiff and NAAN to deliver a free workshop on the Appropriate Adult (AA) safeguard to ICV schemes.
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| * 1. Review the first roll out of Quality Assurance Framework in order to establish whether:
* The QAF was successful in developing high quality schemes and raising standards of custody visiting.
* Whether the QAF can and should replace ICVA’s National Standards.
* Whether and how the QAF should be repeated in 2020/21.
 | End of Q2 | OutcomeA thorough evaluated Quality Assurance scheme and decision on whether to repeat the QAF for the following business year.MeasureEvaluation complete.Decision made on QAF for the following year. | Quarter one updateOn track. The Chief Operating Officer (COO) has developed a research methodology and draft survey, to be implemented in Q2. |
| * 1. Develop a revised Quality Assurance Framework in order to articulate national standards for good to outstanding independent custody visiting schemes and drive national improvements.

NB, this is contingent on the results of the evaluation of the first QAF. | End of Q4 | OutcomeA robust quality assurance framework that will allow independent custody to understand what good to outstanding looks like and how they can achieve it.MeasureNew Quality Assurance Framework complete and published with corresponding guidance and support documents. | Quarter one updateNot yet started. |
| **2. Supporting ICV Schemes** |
| **Action** | **Deadline** | **Outcome and measure** | **Update** |
| 2.1. Provide training resources, maintain the members’ website and give ad hoc advice in order to deliver ongoing support to ICV schemes. | On going throughout the year. | OutcomeMajority of schemes feel supported by ICVA’s services.MeasureMember survey. | Quarter one updateOn track:* ICVA has released a five-part distance-learning module on ‘holding the police to account’. This has included four videos, member engagement through the members’ forum and participating schemes produce a policy and process on ‘holding the police to account’. APACE have included reference to this in their OPCC package on holding the police to account.
* ICVA has published a bitesize module on ‘introduction to detainee dignity’.
* ICVA has produced guidance that explains what the PACE Codes are and what the APP is to scheme managers.
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| 2.2. Write and distribute a newsletter at least every two weeks, usually weekly, in order to communicate national work and horizon scanning to schemes  | On going throughout the year. | OutcomeSchemes feel informed about national work.MeasureMember survey. | Quarter one updateOn track:* ICVA has distributed nine newsletters at the time of writing and plans to distribute ten newsletters in Q1.
* The Q1 newsletters have shared work on inspections of custody, resources for detainees who are experiencing their first detention in police custody and inspection of police custody in Scotland.
* The Q1 newsletters have shared information from inquests and deaths in custody. They have included a new ‘focus on PACE / APP’ section that outlines and explains relevant elements of these documents, usually responding to queries from scheme managers.
* The Q1 newsletters have shared ICVA’s work as part of the NPM, in running ICOP, celebrating the QAF awards and with the new Independent Reviewer of Terrorism Legislation (IRTL).
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| 2.3. Deliver a Scheme Managers’ Conference, themed on detainee dignity, in order to provide briefings on key national issues, professional development and peer support to members. | October 2019 | OutcomeScheme members feel satisfied that conference has briefed them on important issues, provided professional development and enabled peer support.MeasureConference survey. | Quarter one updateNot yet started. |
| 2.4. Offer and provide one regional event to each policing region in the UK in order to support local schemes and communicate key issues to ICVs. | To be completed by the end of Q4. | OutcomeMembers feel more engaged with ICVA.Members feel that ICVA is meeting their regional needs.MeasureMember survey | Quarter one updateOn track:ICVA have attended events, in response to requests from schemes, in:* Sussex,
* East Midlands, and
* East England.
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| 2.5. Deliver four size bite size briefings on different topics relating to detainee dignity for scheme managers to deliver to their ICVs in order to ensure that ICVs are equipped to recognise and respond to key issues on detainee dignity. | To be completed by the end of Q4. | OutcomeMembers feel equipped to deliver training on key issues to ICVs.MeasureMember survey | Quarter one updateOn track:* ICVA has published a bitesize training module on ‘introduction to detainee dignity’.
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| 2.6. Create and deliver two train-the-trainer sessions in order to empower scheme managers to deliver induction / TACT training to ICVs.NB, one session will definitely take place and the second session will be delivered according to demand. | To be completed by the end of Q4. | OutcomeMembers feel equipped to deliver induction to ICVs.MeasureMember survey  | Quarter one updateThe ‘train the trainer’ induction session is planned for early in Q2 and is fully booked. |
| 2.7. Deliver a National Conference, themed on detainee dignity, in order to provide professional development for members and volunteers, thank volunteers and provide briefings on key issues in custody to volunteers and members. | March 2020 | OutcomeMembers feel that the conference has delivered professional development.ICVs feel valued by day.MeasureConference survey | Quarter one updateNot yet started. |
| 2.8. Deliver two training modules on detainee dignity / core scheme management skills in order to equip and empower scheme managers to run effective schemes. | Module one by the end of Q2.Module two by the end of Q4. | OutcomeMajority of schemes feel supported by ICVA’s services.Schemes managers feel empowered to recognise and respond to issues around detainee dignity in police custody.MeasureMember survey.Feedback survey. | Quarter one updateOn track:* ICVA has released a five-part distance-learning module on ‘holding the police to account’. This has included four videos, member engagement through the members’ forum and participating schemes produce a policy and process on ‘holding the police to account’. The module included a firm focus on detainee dignity, exploring ICVs’ experiences of responding to detainee needs, OPCC response to improve menstrual care and OPCC response to ensure that custody enshrines detainee dignity.
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| 2.9. Deliver a thorough ‘scheme manager induction’ module include YouTube tutorials, exercises, reading material and interaction with scheme managers in order to ensure that new scheme managers understand their role and are able to run effective independent custody visiting schemes. | To be completed by the end of Q3. | OutcomeRobust induction for scheme managers in place.Scheme managers feel equipped to fulfil their role.MeasureInduction module launched.Feedback survey. | Quarter one updateOn track:* ICVA has planned the module, has designed a structure and methodology and is developing this module.
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| 2.10. Establish a peer-to-peer support network that will provide peer support to every scheme manager in order to enable shared learning and increased performance. | To be completed by the end of Q2. | OutcomeAll schemes invited to take place in peer support and allocated peer support network.Majority of schemes feel supported by ICVA’s services.MeasureMember survey.% of scheme managers taking part in buddying / peer support schemes. | Quarter one updateNot yet started. |
| **3. Representing ICV Schemes** |
| **Action** | **Deadline** | **Outcome and measure** | **Update** |
| 3.1. Represent the views and findings of independent custody visiting scheme when contributing to national discussions and projects relating to police custody.ICVA will collate feedback from independent custody visiting schemes and share this with national stakeholders in order to lead change to custody and / or to contribute to national projects. Notably, ICVA will:* Present quarterly reports on key findings from schemes at the PACE Strategy Group in order to ensure that national stakeholders are aware of, and able respond to, contemporary issues in police custody.
* Share ICV findings with HMICFRS and HMIP in order to ensure that all three organisations are sharing information that allows effectively partnership meeting and monitoring and reporting on similar issues.
* Represent the findings of independent custody visiting schemes in the National Custody Forum in order to ensure that the NPCC and national policing network are aware of, and able to respond to, contemporary issues in police custody.
* Share high-level findings with the policing representatives on the Independent Advisory Board in order to ensure that they are aware of, and able to respond to, contemporary issues in police custody.
* Where relevant and appropriate, share the findings of independent custody visiting schemes in discussions at the Ministerial Board on Deaths in Custody in order to inform current debates on deaths in police custody and wider detention.
* Publish a high level quarterly report that outlines key challenges, successes and ICV work in order to deliver transparency and share learning with all national stakeholders.
 | This is an on going, strategic role for ICVA | OutcomeIndependent custody visiting findings are used as evidence to inform and drive national projects as relevant.MeasureReforms instigated / projects shaped by feedback from ICVs. | Quarter one updateOn track:* ICVA attended the April PACE Strategy Board meeting to present on the Independent Custody Observer Pilot (ICOP) and respond to the National Appropriate Adult Network (NAAN) publication ‘There to Help 2’.
* ICVA has been in regular contact with the inspectorates and supported the inspection of Devon and Cornwall police custody.
* ICVA was not able to attend the National Custody Forum due to a clash with an ICVA event, but has remained in regular contact with the NPCC and contributed to a presentation delivered at the event on women in police custody.
* ICVA has engaged with the IOPC and will have a significant article about ICVA and independent custody schemes in the next ‘Learning the Lessons’ document.
* ICVA has been in touch with the IAP and Ministerial Board. The Vice Chair attended the recent Ministerial Board on Deaths in Custody and ICVA has briefed the IAP on the ICOP work and research on women in police custody.
* ICVA has engaged with NAAN on ‘There to Help 2’, sharing the results with all schemes through its newsletter and including areas of key importance in ICOP. ICVA is also working with the University of Cardiff and NAAN to deliver a free workshop on the Appropriate Adult (AA) safeguard to ICV schemes.
* ICVA completed and published its final Q4 stakeholder update and shared it with key stakeholders.
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| 3.2. Attend National Preventive Mechanism business meetings, Steering Group meetings and policing subgroup meetings in order to represent the views and experiences of custody visiting and to communicate key issues back to members. | This is an on going statutory duty for ICVA with two steering group conference calls and two full business meetings and two policing subgroups annually. | OutcomeICVA contributed to NPM work and key issues.MeasureCustody visiting represented in key work by NPM. | Quarter one updateOn track* ICVA attended the April 2019 Business Meeting.
* ICVA has been actively engaged in work on the Committee Against Torture work and in preparing for the Subcommittee on Prevention of Torture (SPT) visit.
* The NPM has not held a steering group meeting, but the Chief Executive has been actively involved in steering group work. This work has successfully now established an increased and independent NPM budget.
* ICVA was unable to attend the policing subgroup, but sent relevant information to the Chair.
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| 3.3. Represent independent custody visiting and monitoring police detention as part of the SPT visit to the UK in order to ensure that monitoring police detention is well represented to the United Nations. | Anticipated to be the second half of 2019. | OutcomeIndependent monitoring of police custody and its findings are represented to UN SPT.MeasureActivities engaged with. | Quarter one updateOn trackChief Operating Officer is attending relevant briefings for SPT visit early in Q2. |
| 3.4. Represent members in regular meetings with the Home Office presenting questions, issues or challenges from members, attaining appropriate responses and communicating this with members in order to ensure that custody visiting is appropriately represented with the Home Office. | On going throughout the year. | OutcomeHome Office are confident that ICVA are delivering on workplan.Schemes are able to raise issues with Home Office.MeasureQualitative feedback from the Home Office.Ongoing feedback reports completed.Issues raised with Home Office from schemes. | Quarter one updateOn track:* ICVA attended a meeting to report on Q4 work from 2018/19.
* ICVA will attend a meeting to report on Q1 for 2019/20 in July.
* ICVA has signed a grant agreement for 2019/20.
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| 3.5. Develop and deliver communications that explain and promote the role of independent custody visiting in order to ensure that PCC candidates are aware of their statutory duties, ICVA’s role and the benefits of the system. | By end of Q4 | OutcomePCC candidates aware of independent custody visiting role and duties.MeasureImpressions, engagement and contacts with candidates.Proportion of schemes using ICVA products for candidate briefings. | Quarter one updateNot yet started. |
| 3.6. Represent and promote schemes within the networks in which they work including PCC networks, other authorities and the Chief Executive network. We will celebrate and promote the success of schemes through awarding achievement under the Quality Assurance Framework. | On going throughout the year. | OutcomeStakeholders are aware of custody visiting and value it.MeasureNumber of engagements completed. | Quarter one updateOn track:* ICVA led a successful communications campaign surrounding the Quality Assurance Framework (QAF) awards. This included:
	+ A press release template, used by many schemes to issue local press releases and secure local news coverage.
	+ Professional photos for use by OPCCs.
	+ Online engagement via social media and a blog.
	+ An article in the PCC ‘red box briefing’.
	+ Considerable APCC coverage on social media about the awards and the event.
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| **4. Internal** |
| **Action** | **Deadline** | **Outcome and measure** | **Update** |
| 4.1. ICVA will prepare and take part in the Comprehensive Spending Review in order to agree grant funding proposals for the year ahead. | Q2 | OutcomeICVA’s Board has the correct mix of skills included within it.MeasureAll required skills met in skills audit. | Quarter one updateOn track:The Home Office is recommending that ICVA maintains its grant of £110,000 through the next spending period. ICVA has delivered all required information and has highlighted the state’s responsibility to resource ICVA.The Treasurer, COO and Chief Executive are developing a three-year financial plan and budget consultation to go to the October Board meeting. |
| 4.2. Meeting ICVA’s requirements under Companies House and the Home Office grant agreement in order to ensure a well-run organisation. | Ongoing throughout the year. | OutcomeICVA is compliant with Companies House requirements.MeasureCompanies House requirements and page up-to-date. | Quarter oneNot yet required – ICVA will provide its confirmation statement once the AGM is complete.ICVA will provide financial reports once the audit is complete. |
| 4.3. ICVA’s Board will review its membership and put plans in place to prepare for likely turnover due to PCC elections in order to ensure that the Board is resilient across the period of change. | Review by the end of Q2.Resiliency plans in place by the end of Q3. | OutcomeICVA’s Board is resilient to change across the election period and ready to support schemes following the election.MeasureReview undertaken, plans agreed and put into place. | Quarter oneOn trackICVA membership plans are in developments, due to go to the Board in October.ICVA has recruiting new directors and implementing changes to Articles in order for the Board to remain resilient across PCC elections. |