

**The Independent Custody Visiting Association  
(ICVA)**  
Annual Report 2019/20.



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### **Message from the Chair**

Police custody is an important and necessary part of the criminal justice system. However, police custody involves taking away an individual's freedom and their treatment can have huge implications for their lives. Independent custody visiting provides essential community oversight in this high pressure and often unseen around of policing.

I was delighted that we were able to open 2019/20 with an event celebrating how independent custody visiting schemes have reviewed and strengthened their work through participating in the Quality Assurance Framework. ICVs, scheme managers and PCCs came together at the House of Lords to hear the Home Office and Lord Anderson celebrate and thank them for their work.

We were also pleased to see the results of ICVA's campaign to strengthen menstrual care come into law as part of revisions to PACE Codes C and H. Where ICVs told us that detainees weren't able to access the care that they needed, ICVA worked with PCCs, the Home Office, the NPCC and others to design and implement new standards which protect the dignity of all detainees. These standards particularly ensure that female detainees are not left without menstrual products when needed.

ICVs and scheme managers across six schemes have worked tirelessly to trial new methodologies. Dyfed-Powys, Gloucestershire, Humberside, Leicestershire and Nottinghamshire have adopted a new methodology, designed by Derbyshire, aiming to strengthen and build on the brilliant work that ICVs do. We will hear the results of this pilot in 2020/21 and will consider how to move forward to continuously improve the services that ICVA delivers.

The closing weeks of 2019/20 were dominated by COVID19 and the state's response to it. As the UK went into lockdown, custody had to continue to work. Custody suites adapted to new social distancing and public health rules and police came unprecedented challenges. Within this climate, independent monitoring is crucial. I am proud that ICV schemes continued to monitor across this period of huge and rapid change. Schemes continued to oversee custody and feedback their reports to ICVA. This, in turn, enabled ICVA to provide feedback to national bodies and helped to shape changes within the custody environment. I applaud and thank schemes and volunteers for your work over this period.

It is a pleasure to present ICVA's work in this annual report and to work with my fellow dedicated directors, staff, scheme managers, PCCs and volunteers.

Martyn Underhill  
Chair  
July 2020

## **The Independent Custody Visiting Association**

The Independent Custody Visiting Association (ICVA) is in place to lead, support and represent local independent custody visiting schemes.

### Vision

ICV schemes promote the welfare of detainees and deliver effective oversight of police custody in order to prevent torture and ill treatment of detainees, ensure a safe environment and deliver public reassurance.

### Mission

ICVA leads, supports and represents ICV schemes to be effective, ensure the welfare of detainees, protect the vulnerable and deliver oversight of police custody.

## **ICVA's priorities in 2019/20**

### Leading ICV schemes

- Reviewing methodology – the Independent Custody Observers Pilot. ICVA supported five schemes who joined Derbyshire to pilot changes to the independent custody visiting methodology.
- Detainee dignity – ICVA's annual theme for 2019/20 was detainee dignity. Building on the University of Sheffield's five year 'good police custody' study, ICVA provided resources for schemes and worked with partners to strengthen detainee dignity.

### Supporting ICV schemes

- Developing scheme managers through training.
- Supporting scheme managers through establishing peer support.

### Representing ICV Schemes

- Promoting schemes and preparing for PCC elections.

### Internal priorities

- Continue to develop transparency work.
- Ensure that ICVA's governance is robust across PCC elections.

## **The UK National Preventive Mechanism**

ICVA is a member of the [UKNPM](#). The UKNPM was established in March 2009 after the UK ratified the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) in December 2003. It is made of 21 statutory bodies that independently monitor places of detention, those covering police custody include:

- ICVA
- Independent Custody Visitors Scotland
- Northern Ireland Policing Board Independent Custody Visiting Scheme
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services
- Her Majesty's Inspectorate of Constabulary in Scotland
- Her Majesty's Inspectorate of Prisons
- Her Majesty's Inspectorate of Prisons for Scotland
- Independent Reviewer of Terrorism Legislation

The NPM was set up to ensure regular visits to places of detention in order to prevent torture and other ill treatment, as required by OPCAT. OPCAT recognises that people in detention are particularly vulnerable and requires states to set up a national level body that can support efforts to prevent their ill treatment. The NPM must have, as a minimum, the powers to:

- Regularly examine the treatment of persons deprived of their liberty in all places of detention under the UK's jurisdiction and control;
- Make recommendations to relevant authorities with the aim of improving the treatment and conditions of persons deprived of their liberty; and
- Submit proposals and observations on existing or draft legislation.

ICVA's Chief Executive was a member of the UKNPM steering group across 2019/20, and ICVA's Chief Operating Officer took over the chair of the policing subgroup. ICVA regularly contributes to UKNPM thematic work including responses to international committees on torture prevention.

## **The Independent Custody Visiting Association's achievements**

ICVA has enjoyed a successful year, delivering significant benefits to schemes by leading, supporting and representing their work.

### Leading ICV schemes

#### *Reviewing methodology – the Independent Custody Observers Pilot*

Five ICV schemes joined Derbyshire to extend their reforms to custody, creating the Independent Custody Observers Pilot (ICOP). ICVA and these schemes aimed to strengthen the existing independent custody visiting methodology by providing a wider view of the custody process and in-depth scrutiny of custody records.

Dyfed-Powys, Gloucestershire, Humberside, Leicestershire and Nottinghamshire implemented new Custody Record Reviews where ICVs read through custody records and analysed their content. ICVs answered questions to provide strategic monitoring of custody whilst also giving a public perspective on the overall treatment of detainees.

A number of pilot schemes also enhanced their visits to custody, extending the time spent in suites and the processes that ICVs could observe.

ICVA commissioned an independent evaluation to examine the pilot and this evaluation is concluding now. ICVA will present the results to schemes and national partners in 2020/21 before deciding how to proceed further.

### *Detainee dignity*

Upholding detainee dignity is essential for good police custody. ICVA has promoted detainee dignity as our annual theme for 2019/20.

Building on the University of Sheffield's 'Five Year Good Police Custody', ICVA has prioritised a focus on recognising the need for compassion and dignity within custody. ICVA has:

- Delivered training and a scheme managers' conference focusing on dignity.
- Delivered a suite of training resources for ICVs with a focus on dignity.
- Worked with key partners including the joint inspectorates, to put a focus on this area.
- Conducted research and recommendations on the use of anti-rip suits in police custody.

Schemes and police forces have applied this learning to their custody suites and there has been a national trend to embedding dignity in the custody arena. ICVA continues to support a pilot to implement the recommendations from the five-year good police custody study and will continue work on dignity through 2020/21.

### Supporting ICV schemes

#### *Equipping and empowering scheme managers*

Scheme managers perform an impressive and important role. They manage

schemes, recruiting, developing and supporting volunteers. They must analyse and evaluate ICV feedback and use this to hold the police to account, instigating change and improvements.

ICVA is in place to support schemes and scheme managers to perform their role. ICVA released two learning distance modules in 2019/20 to invest in and develop scheme managers. The modules focused on holding the police to account and inducting new scheme managers. They comprised multiple parts, videos, support resources and activities.

ICVA also established a shared a database of scheme managers willing and able to provide peer support to others in new offices.

### Representing ICV Schemes

#### *Promoting schemes*

ICV schemes provide immensely valuable feedback on issues within police custody. ICVA shares feedback, both positive and negative, with national partners including the Home Office, inspectorates and others such as the College of Policing in order to progress reforms. For example, ICVA has presented feedback on improvements to menstrual care and delivered a training session, through the College of Policing, to help to deliver it and illustrate the importance of community engagement.

#### *Preparing for PCC elections*

The next generation of PCCs were due to be elected in 2020 and ICVA began engaging with candidates in early 2020. ICVA has provided video briefings and written briefings for all candidates and had engaged with candidates via social media. As COVID led to a delay in elections for the year, ICVA will again use these resources in 2021 to inform and engage with PCC candidates for the forthcoming election.

### Responding to COVID19

COVID19 started to impact police custody towards the end of 2019/20 and schemes responded with agility and dedication to their work. ICVA issued guidance to ensure that schemes were able to decide whether to continue visiting throughout the pandemic or whether to implement alternative means of monitoring custody.

ICVA implemented a weekly monitoring and feedback mechanism for schemes to provide up-to-date monitoring information from custody on the ground. Schemes responded by providing feedback on key concerns such as access to PPE and legal advice and the strain of running virtual courts. ICVA became an active member of the Home Office's Operational Partners Group and used this feedback with national partners to provide national responses and to shape new policies and protocols.

ICVA also used the members' forum to encourage discussion, debate and sharing of work across OPCCs. This was particularly important as scheme managers became isolated at home. ICVA created and shared resources to keep ICVs engaged and provided further resources to deliver alternative methods of monitoring such as

custody record reviews.

In working together, ICVA and schemes provided continuous oversight and monitoring of police custody throughout the pandemic. This, in turn, ensured that the Home Office, NPCC, Police Federation and Law Society all received independent feedback from custody suites and were able to adjust their working as a result.

#### UKNPM

This year has been a busy one for ICVA in terms of our contribution and engagement with the NPM and associated work. 2019/20 saw the UKNPM give a submission to the 66<sup>th</sup> session of the United Nations Committee Against Torture, (CAT). ICVA provided and commented on drafts of this submission, collating responses from other partners. 2019/20 also saw the UK being visited by the United Nations Subcommittee for the Prevention of Torture (SPT). ICVA assisted the NPM prior to and during the visit, producing a briefing for interested parties, attending both opening and closing meetings with the SPT and facilitating a custody visit for members of the delegation. ICVA's Chief Operating Officer was nominated as the Chair for the NPM subgroup for Policing, and chaired her first meeting of the group, including presentations regarding INQUEST and use of force. The meeting also considered the NPM business plan for the forthcoming year to agree strands of work for the secretariat and members.

#### Internal priorities

ICVA's Board of Directors conducts regular work to stay fit for purpose. In 2019/20, ICVA continued its transparency work, publishing key documents and information for scrutiny. ICVA has recruited new directors to deliver the right mix of skills for ICVA to perform well.

## **Police custody in 2019/20**

### Independent Custody Visiting

There are approximately 1,500 independent custody visitors (ICVs) in the UK. These volunteers make unannounced visits to their local police custody to speak to detainees and examine their custody records in order to ensure that their rights, entitlements and wellbeing are upheld. Furthermore, ICVs check on the conditions of custody that detainees are held in and check their general dignity and wellbeing.

Independent custody visiting is a crucial part of policing in the UK, opening the often unseen and high pressure area of custody to public scrutiny.

ICVs made over 11,400 visits across 2019/20; they spoke to approximately 33,000 detainees during these visits. This means that ICVs spoke to approximately 4% of all detainees in police custody in this period, with schemes typically visiting each custody suite around once each week.

ICVs report their main themes to ICVA, which are summarised below.

### **ICV findings on the state of police custody**

Schemes have reported a mixed picture of findings across police custody in 2019/20.

#### Detainee treatment and care

Schemes generally report that detainees are treated with respect and receive good levels of care. A number of schemes have reported on specific improvements on detainee dignity, in particular:

- Providing detainees with distraction materials including footballs and colouring materials in order to reduce anxiety and provide activities.
- Ensuring access to religious items.
- Providing additional support to vulnerable detainees including securing mental health support for detainees leaving custody.
- Distributing food parcels to detainees in need upon release.
- Improving management of dietary restrictions.
- Allowing detainees to retain sentimental items, subject to risk assessments, whilst in custody in order to reduce stress and promote dignity.
- Reducing the forced use of anti-rip suites.

We welcome this work, which recognises the humanity and needs of detainees. Both police forces and ICV schemes have worked together to successfully promote detainee dignity.

#### Menstrual care

ICV schemes have worked for improved menstrual care over a number of years. A number of schemes have reported ongoing success in this area. In contrast, some schemes continue to report problems. Some have reported that detainees are not being informed that the toilet areas are private and not covered by CCTVs. Others



have reported problems accessing female staff and showers. Schemes continue to check these areas and report problems for resolution where needed.

### Staffing

Schemes have once again reported staffing issues including reports that custody suites are short staffed, busy and that experienced staff have moved on. Inadequate staffing has a number of impacts on custody suites.

One particular scheme found that detainees are not being given timely information about their reviews. Another reported short staffing impacting detainee care.

Other schemes reported that independent custody visitors are turned away as there were insufficient staff available to facilitate a visit. This is unacceptable and disrupts crucial monitoring and oversight of custody.

### Custody estate

We also see repeated reports of problems with custody estate, which are being picked up and addressed locally by schemes.

### Accessing safeguards

Schemes also report problems accessing detainee safeguards including delays in accessing Appropriate Adults and problems accessing mental health provision.

### **ICVs making a difference**

ICVs have been responsible for ensuring appropriate conditions in custody. Schemes will make recommendations for change and improvements and will often be actively involved in driving improvements through. ICV schemes have shared their local work and success in a number of key areas.

### Detainee dignity

ICV schemes have been central to work protecting and promoting the dignity of detainees. ICV initiatives have resulted in:

- Ensuring detainees are aware of their rights by working with the police to display posters in their custody suites.
- Stocking and providing underwear and socks, which were not previously available.
- Attaining funding for distraction packs for detainees.
- Ensuring appropriate storage of religious items within custody.
- Improved food for detainees.
- Improving menstrual care for detainees.
- Providing braille documents.

### Conditions of custody

ICV reports make a difference to the conditions of custody suites. One scheme reported that their police force closed a recently refurbished suite after ICVs highlighted inadequate work that presented risks to detainees. Another ICV scheme

was responsible for ensuring that noise reduction panels were installed in their area. Other schemes report improvements resulting from their feedback including decoration, cleaning, maintenance and replacing a lift to ensure that a police station is accessible.

#### Accessing safeguards

ICVs are central to raising concerns where safeguards are delayed or are not being provided to the detainees that need them. ICVs have reported problems with detainees accessing Appropriate Adult provision and have worked with their offices to improve this. In some cases, changing processes within suites to ensure police aim to obtain an Appropriate Adult within the hour.

#### Reviews

ICVA has received feedback that detainees are not being informed of reviews conducted when they were sleeping; this is a serious matter and schemes work with police forces to resolve it as quickly as possible.

ICVs continue to deliver demonstrate impact in protecting the rights, entitlements and wellbeing of detainees and preventing future harm.

## **Annual reporting requirements**

### Purposes and governance

ICVA reviewed its Articles of Association, amending them in July 2019. ICVA's Articles are available on [Companies House](#).

The Company's objects are restricted specifically, in each case only for the public benefit to:

- The advancement of human rights among persons who are held in custody in the United Kingdom and elsewhere by developing and promoting the efficient and effective provision of custody visiting;
- The advancement of education in matters and issues concerning the rights, entitlements, health and wellbeing, and the conditions of facilities, of persons who are held in custody in the United Kingdom and elsewhere; and
- The promotion of ethical standards of conduct and compliance with the law across public and private sector organisations responsible for the welfare of persons held in custody in the United Kingdom and elsewhere.

ICVA is governed by its Articles of Association. ICVA is a not-for-profit organisation and is a Company Limited by Guarantee.

ICVA's Board of Directors manages the legal, fiscal and strategic responsibilities of the organisation. Martyn Underhill, chairs the Board and acts as line manager for the Chief Executive who, in turn, manages further staff.

The National Expert Forum (NEF) membership overlaps with the Board of Directors and brings together scheme managers and ICVs to share practice, learning and carry out joint projects.

ICVA's NEF nominate 'member directors' to sit on the Board of Directors. These members are complemented by 'external directors' who are recruited to deliver specialist knowledge and abilities to the organisation. Member directors must always comprise the majority of the Board of Directors. Directors appoint the Chair and Vice Chair.

### Directors and staff

The following people have acted as directors for ICVA across 2019/20:

- William Bach
- Martin Barsby (appointed July 2017, resigned October 2019)
- Katie Beaumont
- Sarah Friend (appointed July 2019, resigned March 2020)
- Nicholas Hardwick (appointed July 2019)
- Elizabeth Kelly (appointed July 2019)
- Lucy McKay (appointed July 2019)

- Joanne Nicholls (appointed Company Secretary in June 2018)
- Hugh Pattrick (appointed December 2016, resigned July 2019)
- Natasha Plummer, Vice Chair
- Elise Pout (appointed July 2019)
- Elizabeth Shenton (appointed July 2019)
- Craig Spencer (appointed July 2017, resigned March 2020)
- Martyn Underhill, Chair

The following people have worked for ICVA in 2019/20:

- Katie Kempen, Chief Executive
- Sherry Ralph, Chief Operating Officer
- John Eagles, CPFA, Honorary Treasurer

### **Further information**

[www.icva.org.uk](http://www.icva.org.uk)

Twitter:        @custodyvisiting  
                  @projectICVA

**Financial Review**

Please see the additional financial report, which outlines ICVA's financial position at the end of the financial year.

ICVA holds approximately six to nine months of reserve funding, which it deems appropriate due to its reliance on a single funder for the majority of its funds.

ICVA intends to continue as a going concern across 2020/21, whilst noting that it is reliant on the Home Office and its members' continued support.

## Appendix one – full progress against Business Plan

### 1. Leading ICV Schemes

Action	Deadline	Outcome and measure	Update
<p>1.1. Develop a plan for a year-long thematic on detainee dignity in order to equip schemes to recognise and respond to failings on detainee dignity in their area. The plan should include:</p> <ul style="list-style-type: none"> <li>• National research.</li> <li>• Complementary stakeholder projects.</li> <li>• Plans to deliver guidance, training and conferences.</li> </ul>	End of April 2019.	<p><u>Outcome</u> Robust, scheme and research informed plan in place to deliver support that schemes require.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> <li>• Desktop research complete.</li> <li>• Stakeholder research complete.</li> <li>• Consultation with scheme managers / National Expert Forum complete.</li> <li>• Plan written and agreed.</li> </ul>	<p><u>Quarter one update</u> <b>COMPLETE</b> ICVA has completed an annual plan for the detainee dignity thematic. This includes:</p> <ul style="list-style-type: none"> <li>• Consultation with the National Expert Forum and stakeholders.</li> <li>• Bitesize training plans.</li> <li>• A suite of support resources for scheme managers, and</li> <li>• Annual conferences.</li> </ul>
<p>1.2. Lead an evaluation of the methodologies for independent custody visiting in order to ensure that it is fit</p>		<p><u>Outcome</u> An evaluated and extended pilot on proposed improvements to independent custody</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> <li>• Consultation with key stakeholders complete.</li> <li>• Derbyshire presented to ICVA's Board instead of a visit to Derbyshire. The Board agreed to adopt the pilot.</li> </ul>

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

Quarter one. visiting methodology with potential to roll out nationally if successful.

Quarter one. Measures

Quarter two. Full stakeholder engagement programme completed.

Quarters two and three. Stakeholder fact finding visit complete. Initial pilot evaluation complete.

Quarter four. Pilot extension and evaluation.

- 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.

#### Quarter two update

On track:

- Five scheme areas are actively engaged in the pilot (Dyfed Powys, Gloucestershire, Humberside, Leicestershire and Nottinghamshire) supported by Derbyshire who have completed their pilot phase.
- All schemes have trained their ICVs.
- All schemes have developed arrangements for attaining custody records for review.
- All schemes have set up required IT and other logistics.
- All schemes have 'gone live' and are analysing custody records.
- ICVA and Derbyshire OPCC have developed resources to support scheme managers to analyse data and produce oversight reports.
- October scheme support day planned to support changes to face-to-face visits.
- Evaluation is underway. Schemes are completing a PESTLE analysis, process log and actively engaged with evaluation.
- Schemes are supported via fortnightly conference call.

#### Quarter three update

On track

independent  
custody visiting.

1.3. ICVA will be an active  
stakeholder in national

This is an on  
going, Outcomes

- Five scheme areas are actively engaged in the pilot (Dyfed Powys, Gloucestershire, Humberside, Leicestershire and Nottinghamshire) supported by Derbyshire who have completed their pilot phase.
- Derbyshire have now embedded the new methodology as business as usual.
- All areas are undertaking Custody Record Reviews – analysing custody records – and are uncovering new findings.
- ICVA ran a second scheme support day in October.
- ICVA published a second 'go live' pack to support schemes.
- Three schemes are preparing to undertake extended face-to-face visits, two are delaying the start.
- Evaluation is underway and about to start a detailed phase.
- Schemes continued to be supported by fortnightly conference call.
- Evaluation report to come to ICVA's Board at April meeting.

#### Quarter four update

Delayed

- ICOP has continued, however changes to visits have been paused in the areas undertaking them due to Coronavirus.
- Confluence were not able to undertake planned evaluation visits to some participating areas due to Coronavirus.
- A remote evaluation is now underway, this will continue into 2020/21.

#### Quarter one update

On track:



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.

strategic role for ICVA

Schemes are informed of key issues in custody and empowered to respond.

#### Measures

Briefings shared with schemes.

Custody visiting reports used for national work.

- 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.

#### Quarter two update

- ICVA attended the September PACE Strategy meeting and presented on current work. The College of Policing invited the COO to attend a working group on strip and intimate searching to provide a detainee and human rights perspective.

- 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

- ICVA have consulted HMICFRS and HMIP on the development of ICOP analysis documents and will present at the next joint inspectorate development day.
- ICVA has contributed to a National Custody Forum subgroup on custody performance. A new balanced scorecard now includes consideration of detainee dignity and, particularly, use of antirip suits. This will be launched at the next National Custody Forum.
- ICVA took part in a detailed consultation by the IOPC on making recommendations and has been invited to present to all regional directors. The IOPC have directed ICVA to ongoing recommendations and learning. ICVA now includes this in its weekly newsletter.
- ICVA attended the Prison Reform Trust event on Women in the Criminal Justice System, run by an IAP police custody rep. ICVA has had ongoing dialogue with the IAP, briefing the Chair and reps on ICVA's new methodology and seeking to understand how this can be applied to the IAP's future work.
- ICVA is due to attend the next Ministerial Board on Deaths in Custody (highly likely to be cancelled if a General Election is called).
- ICVA has worked with NAAN to ensure that ICOP provides required data and to share work.
- ICVA is an active member in the Criminal Justice Alliance, working with other charities engaged in issues surrounding detention. ICVA presented our work as a panel member in a recent event and has established a relationship with the Prison and Probations Ombudsman.
- ICVA were actively involved in the [Subcommittee on Prevention of Torture](#) visit to the UK, taking part in interviews and facilitating an ICV visit to custody.

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.

- ICVA has developed and published guidance on responding to high profile arrests and on chairing meetings. ICVA has provided ongoing updates on work and contemporary issues via its weekly newsletter.

#### Quarter three update

On track

- ICVA attended the January PACE Strategy meeting and presented on current work.
- The COO attended the College of Policing working group on strip and intimate searching to provide a detainee and human rights perspective.
- The CEO and COO presented on ICVA's work at the HMICFRS development day.
- ICVA continues to support the roll out of a balanced scorecard for police custody.
- A number of events and meetings have been cancelled due to the General Election. ICVA will attend these meetings (Prison Reform Trust, Ministerial Board on Deaths in Custody etc.) once new invites are sent out.
- ICVA is an active member in the Criminal Justice Alliance, working with other charities engaged in issues surrounding detention. ICVA took part in a meeting to explain how independent custody visiting delivers community scrutiny as part of the CJA investigation on this area.

#### Quarter four update

Complete

- ICVA attended the January PACE Strategy meeting and presented ICVs' findings.

1.4. 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

Outcome

A thorough evaluated Quality Assurance scheme and decision on whether to repeat the QAF for the following business year.

Measure

Evaluation complete.  
Decision made on QAF for the following year.

- A planned meeting with HMIP has been delayed. However, ICVA has continued to engage with the inspectorates, sharing ICV findings, during Coronavirus.
- ICVA attended the IAP 'Keeping Safe' conference.
- ICVA conducted a joint ICV visit with the PPO to share learning between the two bodies.
- ICVA has been an active member of the Home Office's custody operational bodies group.
- ICVA has provided relevant information and briefings to schemes.

Quarter one update

On track.

The Chief Operating Officer (COO) has developed a research methodology and draft survey, to be implemented in Q2.

Quarter two update

On track:

ICVA has completed a survey for all scheme managers as well as a face-to-face consultation with the National Expert Forum. A report including all feedback has been compiled.

ICVA has invited 2 scheme managers to be part of a review group to consider the feedback in detail and compile a complete list of changes, to be consulted at the 2019 Scheme Managers Conference.

1.5. Develop a revised Quality Assurance Framework in order to articulate national standards for good to

End of Q4

Outcome  
A robust quality assurance framework that will allow independent custody to

The survey is supportive of ICVA continuing to undertake the QAF in 20/21 with 82% of respondents indicating that they were either quite likely or definitely undertaking the QAF again.

The survey was supportive regarding the positive effects of the process, most notably sharing good practice and benchmarking against other schemes. Comments also received that it forced a review of documents and practices which was positive. A full overview of comments received in free text can be provided if required.

Quarter three update

On track.

ICVA consulted schemes at the National Conference and will finally consult the National Expert Forum in January 2020. The revised QAF2 will then be distributed to the Board via email for final comment and sign off before being launched in April 2020.

Quarter four update

Complete

A full QAF2 has been drafted and is ready for release. To be considered as part of National Standards, when the Code of Practice is reviewed following ICOP.

Quarter one update

Not yet started.

Quarter two update

outstanding independent custody visiting schemes and drive national improvements.

NB, this is contingent on the results of the evaluation of the first QAF.

understand what good to outstanding looks like and how they can achieve it.

Measure  
New Quality Assurance Framework complete and published with corresponding guidance and support documents.

Underway:  
In depth meeting planned with scheme managers in October 2019. An initial draft of proposed changes will be produced in October 2019. In depth consultation planned for scheme managers' conference in November 2019.

Quarter three update

Underway:  
The COO consulted scheme managers at the scheme managers' conference. A late draft is going to the National Expert Forum in January and will go to the Board via email in February for sign off and then launched in April 2020.

Quarter four update

Complete  
A full QAF2 has been drafted and is ready for release.

**2. Supporting ICV Schemes**

<b>Action</b>	<b>Deadline</b>	<b>Outcome and measure</b>	<b>Update</b>
<p>2.1. Provide training resources, maintain the members' website and give ad hoc advice in order to deliver ongoing support to ICV schemes.</p>	<p>On going throughout the year.</p>	<p><u>Outcome</u> Majority of schemes feel supported by ICVA's services.</p> <p><u>Measure</u> Member survey.</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• ICVA has published a bitesize module on 'introduction to detainee dignity'.</li> </ul>

- ICVA has produced guidance that explains what the PACE Codes are and what the APP is to scheme managers.

#### Quarter two update

On track:

- ICVA has published a Bitesize module on the recent changes to PACE Codes and menstrual care / detainee dignity.
- ICVA has designed, consulted and published a briefing and checklist for custody visiting schemes at times of High Profile Arrests
- ICVA has published an awareness raising briefing on 'county lines.'
- ICVA has published guidance on chairing meetings at the request of the NEF
- ICVA has published a range of blogs and guest blogs on the website.
- ICVA has delivered ongoing ad hoc advice to scheme managers.
- ICVA has provided bespoke advice to Devon and Cornwall following their inspection of police custody.

#### Quarter three update

On track:

- ICVA has published a Bitesize module on the Six Missed Chances report.
- ICVA has published a range of blogs and guest blogs on the website.
- ICVA has delivered ongoing ad hoc advice to scheme managers.

#### Quarter four

Complete

- ICVA has published a Bitesize module on 'Dignity and independent custody visiting'.

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.

Outcome  
Schemes feel informed about national work.

Measure  
Member survey.

- ICVA has published a range of blogs and guest blogs on the website.
- ICVA has delivered ongoing ad hoc advice to scheme managers.

#### Quarter one update

On 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).

#### Quarter two update

On track:

- ICVA has distributed 11 newsletters in Q2, taking a total of 21 newsletters for Q1 and Q2 combined.
- The Q2 newsletters have shared learning from inspections (TACT, Glasgow and Devon and Cornwall) as well as inquests, prevention of future death reports and IOPC lessons learned.



2.3. Deliver a Scheme Managers' Conference, themed on detainee dignity, in order to provide briefings on key national issues,

October 2019 Outcome  
Scheme members feel satisfied that conference has briefed them on important issues, provided

- The Q2 newsletters have provided guidance on the August changes to PACE Codes, charring meetings and on high profile arrests.
- The Q2 newsletters have updated schemes on the Lay Observers' Annual Report and the SPT visit.

#### Quarter three update

On track:

- ICVA distributed 11 newsletters in Q3, making a total of 32 newsletters across Q1, 2 and 3.
- The Q3 newsletters have shared information on children in police stations, PCC election materials, learning from deaths in custody, updates from the National Custody Forum, new TACT resources, use of force data and information on training sessions.

#### Quarter four update

Complete

- ICVA distributed 12 newsletters in Q4, making a total of 44 newsletters across the year.
- The Q4 newsletters have shared information on Autism in custody, the annual report template, inspection reports, election briefings, subscriptions, inquests, IOPC recommendations, children in custody and Coronavirus.

#### Quarter one update

Not yet started.

#### Quarter two update

On track

professional development and peer support to members.

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.

professional development and enabled peer support.

Measure

Conference survey.

To be completed by the end of Q4.

Outcome

Members feel more engaged with ICVA.  
Members feel that ICVA is meeting their regional needs.

Measure

The scheme managers' conference will take place on Wednesday 6 November. This slight delay is in place so that scheme managers can attend the Sheffield Festival of Social Sciences and, within this, a play outlining the findings of the 'Five Year Study of Good Police Custody' which outline and illustrate detainee dignity in police cells. The conference also includes a speaker from INQUEST, outlining problems with detainee dignity and how they are reflected in inquests. The conference will also consult on the latest version of the QAF and update scheme managers on ICOP.

Quarter three update

Complete

ICVA delivered a scheme managers' conference on the theme of dignity. It included a play, orchestrated by Dr. Layla Skinns to showcase her research, a presentation on dignity and deaths in custody by Lucy McKay from INQUEST and presentations and consultations by ICVA. The ICOP schemes presented on their work, the challenges and the benefits of the pilot so far. ICVA received excellent feedback, with a 9/10 overall satisfaction score, which has previously been shared with directors.

Quarter one update

On track:

ICVA have attended events, in response to requests from schemes, in:

- Sussex,
- East Midlands, and
- East England.

Quarter two update



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.

Member survey

To be completed by the end of Q4.

Outcome  
Members feel equipped to deliver training on key issues to ICVs.

Measure  
Member survey

On track:  
ICVA have attended events, in response to requests from schemes in:

- Hampshire.
- Essex.

Quarter three update:

On track:  
ICVA has provided additional scheme support / attended events in:

- South Wales (training for OPCC team).
- MOPAC (two events)
- West Midlands

Quarter four update:

Complete  
No further requests to attend events in Q4.

Quarter one update

On track:

- ICVA has published a bitesize training module on 'introduction to detainee dignity'.

Quarter two update

On track:

- ICVA has published a bitesize training module on the recent changes to PACE Codes, dignity and menstrual care.

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.

Outcome  
Members feel equipped to deliver induction to ICVs.

Measure  
Member survey

#### Quarter three update

On track:

- ICVA has published a bitesize training module on the 'Six Missed Chances' report.

#### Quarter four update

Complete

- ICVA has published a bitesize training module of 'Dignity and Independent Custody Visitors'.

#### Quarter one update

On track:

The 'train the trainer' induction session is planned for early in Q2 and is fully booked.

#### Quarter two update

On track:

The 'train the trainer' induction session took place in Q2 with 13 attendees. ICVA is maintaining a waiting list to assess demand for a second session.

#### Quarter three update

On track:

ICVA has delivered one session and has put out requests for scheme managers to inform ICVA if they would like a further session in 2019/20.

#### Quarter four update

Complete

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

Outcome

Members feel that the conference has delivered professional development. ICVs feel valued by day.

Measure

Conference survey

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.

Outcome

Majority of schemes feel supported by ICVA's services.

Schemes managers feel empowered to recognise

One training session complete, no demand for second event.

Quarter one update

Not yet started.

Quarter two update

Not yet started, work to begin after the scheme managers' conference.

Quarter three update

On track:

ICVA has booked a venue and some speakers for a conference, to be held on 28 March. ICVA has encountered some practical difficulties in repeating the play on detainee dignity, which it hopes to include.

Quarter four update

Not complete:

ICVA's National Conference was fully planned, including the play on dignity and other speakers. Unfortunately, the play was cancelled due to the Coronavirus ordered restrictions on travel and gatherings.

Quarter one update

On 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



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

and respond to issues around detainee dignity in police custody.

Measure

Member survey.  
Feedback survey.

To be completed by the end of Q3.

Outcome

Robust induction for scheme managers in place. Scheme managers feel equipped to fulfil their role.

Measure

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.

Quarter two update

On track:

- One module is complete, published and a number of schemes have completed it and produced a process and policy on holding the police to account.
- ICVA has started to develop the distance learning induction module, and is on track to deliver this on time.
- ICVA has also published guidance on how to chair meetings for ICVs and scheme managers.

Quarter three update

Complete

- ICVA has produced a further distance learning module – induction for new scheme managers. This has been distributed to all schemes and published on the members' website.

Quarter one update

On track:

- ICVA has planned the module, has designed a structure and methodology and is developing this module.

Quarter two update

On track:

understand their role and are able to run effective independent custody visiting schemes.

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.

Induction module launched.  
Feedback survey.

- ICVA has started to develop the distance learning induction module, and is on track to deliver this on time.

Quarter three update

Complete  
This is complete, has been distributed to schemes and published on ICVA's members' website.

Quarter one update

Not yet started.

Quarter two update

Complete:  
ICVA consulted the National Expert Forum on this area who preferred a simple mechanism that can complement ICVA's existing governance and regional networks.

ICVA has developed a database of around a quarter of scheme managers, sharing contact details and specialist areas and has publicised this with all schemes. This network, provided by volunteers, delivers peer support and facilitates sharing of learning and increased performance.

To be completed by the end of Q2.

Outcome  
All schemes invited to take place in peer support and allocated peer support network.  
Majority of schemes feel supported by ICVA's services.

Measure  
Member survey.  
% of scheme managers taking part in buddying / peer support schemes.

**3. Representing ICV Schemes**

Action	Deadline	Outcome and measure	Update
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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,

This is an on going, strategic role for ICVA

#### Outcome

Independent custody visiting findings are used as evidence to inform and drive national projects as relevant.

#### Measure

Reforms instigated / projects shaped by feedback from ICVs.

#### Quarter one update

On 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.

#### Quarter two update



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,

- ICVA attended the September PACE Strategy meeting and presented on current work. The College of Policing invited the COO to attend a working group on strip and intimate searching to provide a detainee and human rights perspective.
- ICVA have consulted HMICFRS and HMIP on the development of ICOP analysis documents and will present at the next joint inspectorate development day.
- ICVA has contributed to a National Custody Forum subgroup on custody performance. A new balanced scorecard now includes consideration of detainee dignity and, particularly, use of antirip suits. This will be launched at the next National Custody Forum.
- ICVA took part in a detailed consultation by the IOPC on making recommendations and has been invited to present to all regional directors. The IOPC have directed ICVA to ongoing recommendations and learning. ICVA now includes this in its weekly newsletter.
- ICVA attended the Prison Reform Trust event on Women in the Criminal Justice System, run by an IAP police custody rep. ICVA has had ongoing dialogue with the IAP, briefing the Chair and reps on ICVA's new methodology and seeking to understand how this can be applied to the IAP's future work.
- ICVA is due to attend the next Ministerial Board on Deaths in Custody (highly likely to be cancelled if a General Election is called).
- ICVA has published a Quarter One update outlining challenges, successes and ICV work and shared this with national stakeholders.

#### Quarter three update

On track:

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.

- ICVA presented quarterly findings at the January PACE Strategy Group meeting.
- ICVA attended the HMICFRS joint inspectorate development day where the CEO and COO presented on work and findings over the past year. ICVA met with inspection leads, agreed to promote the annual report template and to include it in the QAF2.
- ICVA attended the National Custody Forum and supported the further development of the Balanced Scorecard for police custody, representing independent custody visiting schemes in this working group.
- IAP and the Ministerial Board for Deaths in Custody did not hold their meetings due to the General Election and purdah. ICVA will attend these once new dates are in place.
- ICVA has published its quarterly report on the transparency section of its website.

#### Quarter four update

##### Complete

- ICVA attended the January PACE Strategy meeting and presented ICVs' findings.
- A planned meeting with HMIP has been delayed. However, ICVA has continued to engage with the inspectorates, sharing ICV findings, during Coronavirus.
- ICVA conducted a joint ICV visit with the PPO to share learning between the two bodies. ICVA shared information on how each organisation makes recommendations and follows through on them.

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.

Outcome

ICVA contributed to NPM work and key issues.

Measure

Custody visiting represented in key work by NPM.

- ICVA has been an active member of the Home Office's custody operational bodies group and has frequently presented feedback from ICV schemes to this group.

Quarter one update

On 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.

Quarter two update

On track

- There have been no NPM meetings in quarter two and limited activity outside of the visit from the SPT and preparation, detailed below.
- The annual report for the NPM will be produced in Q3.

Quarter three update

On track

- ICVA attended the NPM steering group meeting.
- ICVA has contributed to the annual report.

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.

Outcome  
Independent monitoring of police custody and its findings are represented to UN SPT.

Measure  
Activities engaged with.

- ICVA has contributed to the 10-year anniversary report with contributions from Humberside OPCC.

#### Quarter four update

Complete

- ICVA attended the March 2020 NPM Business meeting and presented on key work.
- ICVA has contributed to feedback on the SPT report to the NPM.
- ICVA has published the most recent annual report and 10-year anniversary report on its website.

#### Quarter one update

On track

Chief Operating Officer, (COO), is attending relevant briefings for SPT visit early in Q2.

#### Quarter two update

On track

- COO contributed to the compilation of reports/briefings for the NPM in preparation to the SPT visit.
- COO designed a briefing regarding the upcoming visit for directors/stakeholder use, shared by the NPM to other members.
- COO attended the opening meeting with the SPT.
- COO organised and accompanied the SPT on a custody visit, including preparation work, the visit and a strategic meeting with the SPT regarding ICVA monitoring and prevention work.

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.

Outcome  
Home Office are confident that ICVA are delivering on workplan. Schemes are able to raise issues with Home Office.

Measure  
Qualitative feedback from the

- COO attended the closing meeting with the SPT.

#### Quarter three update

Complete

ICVA has contributed all required information and support to the visit and awaits the report from the SPT.

#### Quarter one update

On 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.

#### Quarter two update

On track:

- ICVA attended a meeting to report on Q1 progress in July 2019, with the Home Office happy with ICVA's progress.
- ICVA will attend a meeting to report on Q2 progress in October 2019.

#### Quarter three update

On track:

- ICVA attended a meeting to report on Q2 progress, with the Home Office content with ICVA's work.
- ICVA has a new civil servant representative – Samantha Newsham, with further changes expected soon.



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

Home Office. Ongoing feedback reports completed. Issues raised with Home Office from schemes.

- ICVA held a meeting on long-term financial planning with the Home Office in Q3.
- ICVA will report on its Q3 performance in a January meeting.

Quarter four update

Complete:

- ICVA attended a meeting to report on Q3 progress and agree measures for the 2020/21 grant in January.
- ICVA held a meeting on financial planning discussions with civil servants.
- ICVA has been in regular (more than weekly) contact with the Home Office throughout the Coronavirus pandemic and has stayed up to date on changes to workplan and grant agreement.

Outcome  
PCC candidates aware of independent custody visiting role and duties.

Quarter one update

Not yet started.

Quarter two update

On track.

ICVA have developed a written briefing for PCC candidates, completed filming for videos and is in the process of editing videos before starting to share election communications in October 2019.

Measure  
Impressions, engagement and

Quarter three update

On track

ICVA has developed a briefing for all candidates, a Welsh version of the briefing and a video. These have been sent to all OPCCs and are included in

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.

contacts with candidates. Proportion of schemes using ICVA products for candidate briefings.

Outcome  
Stakeholders are aware of custody visiting and value it.

Measure  
Number of engagements completed.

the APCC election briefing website. ICVA will contact candidates as they are announced.

Quarter four update

Not complete

PCC elections have been delayed for a year. This action will carry forward to 2020/21.

Quarter one update

On 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.

Quarter two update

On track:

- An ICOP scheme has published an article on the pilot in the APCC 'red box briefing'.

Action	Deadline	Outcome and measure	Update
4.1. ICVA will prepare and take part in the Comprehensive	Q2	<u>Outcome</u>	<p style="text-align: center;"><b>4. Internal</b></p> <p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> <li>ICVA has established an ongoing relationship with APACE and been invited to their six monthly meetings.</li> <li>ICVA's Chief Executive is organising an update and planning meeting with the APCC staff in preparation for PCC elections and forthcoming work programme.</li> </ul> <p><u>Quarter three update</u> On track:</p> <ul style="list-style-type: none"> <li>The CEO and Treasurer attended the November APACE meeting to brief Chief Executives on ICOP and consult on the subscription increase.</li> <li>ICVA held an update meeting with the APCC where the CEO discussed PCC elections, briefings and arrangements for the post-election period.</li> </ul> <p><u>Quarter four update</u> Complete:</p> <ul style="list-style-type: none"> <li>The CEO and COO have represented independent custody visiting across many networks over the Coronavirus including UKNPM meetings, individual meetings with comparable organisations e.g. IMBs and Lay Visitors and is an active member of the Home Office's operational partners group for custody.</li> </ul>



Spending Review in order to agree grant funding proposals for the year ahead.

ICVA's Board has the correct mix of skills included within it.

Measure  
All required skills met in skills audit.

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.

#### Quarter two update

On track:

The Home Office has invited the Chief Executive and Treasurer to a November meeting to be brief ICVA on CSR plans and explore opportunities for growth.

#### Quarter three update

On track:

The Chief Executive, Treasurer and Chief Operating Officer attended a meeting with the Home Office on the longer-term financial plans for the organisation. The meeting discussed possible areas for growth and gave new civil servants required information to feed into the CSR, assuming this occurs in 2020. The Home Office have indicated that they are likely to provide a £110,000 grant in 2020/21 and initial discussions on grant objectives are underway.

#### Quarter four update

Complete insofar as is possible. ICVA has remained in contact with the Home Office to discuss ongoing funding. However, these discussions and future spending decisions by the Government are likely to change following Coronavirus. The CSR did not take place this year.

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.

Outcome  
ICVA is compliant with Companies House requirements.

Measure  
Companies House requirements and page up-to-date.

Quarter one

Not yet required – ICVA will provide its confirmation statement once the AGM is complete.  
ICVA will provide financial reports once the audit is complete.

Quarter two update

On track:

Blandy and Blandy updated Companies House with ICVA's Revised Articles of Association, as required by law.

ICVA's Company Secretary updated ICVA's Confirmation Statement as required by 31 July 2019.

ICVA's Company Secretary updated ICVA's director details following ICVA's AGM.

ICVA must upload ICVA's accounts by 31 December 2019 and is on track to do so.

Quarter three update

On track

ICVA is up to date on Companies House requirements, having uploaded the annual accounts before deadline.

Quarter four update

Complete

ICVA is up to date on all Companies House requirements.

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.

Outcome  
ICVA's Board is resilient to change across the election period and ready to support schemes following the election.

Measure  
Review undertaken, plans agreed and put into place.

#### Quarter one update

On track

ICVA 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.

#### Quarter two update

On track

ICVA has recruited a number of new directors to provide a robust board over the election period.

ICVA is due to elect a Chair and Vice Chair to July 2019 in its October Board meeting.

ICVA is developing a membership offer in line with annual business planning processes.

#### Quarter three

On track

ICVA provided induction training for new directors. ICVA currently holds a sufficient number for the operating requirements. However, the CEO recommends reviewing this situation in the April meeting in preparation for the July 2020 AGM.

#### Quarter four

Complete

ICVA has completed recruitment and training for the current financial year. Ongoing review required as PCC elections have been delayed.

