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**ICVA Business Plan 2020/21**

**Introduction**

The Independent Custody Visiting Association (ICVA) leads, supports and represents independent custody visiting schemes where local volunteers make unannounced visits to police custody to check on the rights, entitlements and wellbeing of detainees. Police custody is an established and necessary element of the criminal justice system. However, removing a detainee’s liberty is a serious decision and one that must have sufficient safeguards and oversight. Independent custody visiting enables citizens of the local area to ensure that this hidden and often high-pressure area of policing is robust to public scrutiny or recommends improvements where this is not the case. Police and Crime Commissioners and police authorities have responsibility for these schemes and hold the Chief Constable to account for the running of custody and engagement with the scheme. Therefore, independent custody visiting plays a vital role in ensuring that police custody meets the needs of detainees, society and the police.

This Business Plan outlines our priorities and work across 2020/21. This is an updated version of ICVA’s original plan, revised in May 2020, and responds to COVID19 and the changes that have occurred as a result. The action plan attached to this business plan has been adapted. New actions include new numbering, marked with a ‘C’. Where actions are likely to be delayed or not occur, they have been clearly labelled.

ICVA will lead, support and represent independent custody visiting schemes throughout the pandemic. ICVA will provide new means of support and representation in order to provide a robust response to the challenges it creates.

ICVA will continue with planned business as is appropriate to do so. ICVA will continue work on its national thematic of ‘children and young people’. This will underline and build on work across recent years to ensure that police custody is appropriate, effective and meets legal requirements for this group of detainees.

COVID19 resulted in a delay to the planned PCC elections in 2020. ICVA will continue to brief new candidates in the run up to 2021 elections, to brief them on the duties and responsibilities to run a scheme.

We will continue to work with our national stakeholders and as part of the National Preventive Mechanism to meet the UK’s international duties. We will continue our core work to lead, support and represent schemes, providing a national voice for independent custody visiting.

**The Independent Custody Visiting Association**

The Independent Custody Visiting Association (ICVA) is a membership organisation comprised of Police and Crime Commissioners (PCCs), police authorities and comparable authorities. Independent custody visiting is a statutory duty for these bodies and is linked to both international treaties and UK legislation. ICVA is in place to help its members to fulfil these duties. ICVA leads, supports and represents schemes.

ICVA leads schemes by providing briefings, policy and guidance on changes to legislation and practice, ensuring that schemes are up-to-date and responsive to change. ICVA supports schemes by creating national resources, training programmes and the tools that they need to fulfil their role. In doing so, ICVA delivers national standards whilst saving duplication of work. ICVA represents schemes, nationally and internationally, by presenting their findings and work to Government departments, the National Police Chief’s Council and the National Preventive Mechanism. In doing so, ICVA provides up-to-date reporting on the conditions of police custody and works to ensure that UK policing retains its world class status and reputation for fairness. Furthermore, ICVA discharges responsibilities of both the UK Government and Police and Crime Commissioners to meet their requirements under international treaties.

**External environment**

2020/21 will be dominated by COVID19 and its response. Policing cannot pause and police custody has continued operations throughout the lockdown. Independent monitoring is increasingly important over this period of change and stress. ICVA has supported, and will continue to support, schemes to deliver monitoring throughout the pandemic.

The pandemic has shifted the environment that ICVA operates. The PCC election, planned for May 2020, has been delayed. It is unclear how the pandemic will impact the UK’s plans for completing its exit from the European Union or when and how a spending review will occur. ICVA must monitor and respond to ongoing changes and challenges, ensuring that stakeholders are aware of its valuable role and how ICV findings are implemented.

ICVA will continue its annual theme of children and young people. Contemporary challenges such as county lines bring children into police custody. Charities such as the Howard League for Penal Reform and Just for Kids Law question the legality and effectiveness of holding children in custody. Academics have researched this area suggesting that current practices undermine the effectiveness of the managing children in the criminal justice system. Government bodies have sought to improve processes for managing children in custody by running work on the Children’s Concordat and Appropriate Adult provision to ensure that custody is meeting its legal duties. Children and young people are a priority for police custody.

ICVA maintains an ongoing dialogue with schemes. We are privileged to work with a world class system of oversight where local communities, via their PCCs and police authorities, monitor and make recommendations to improve police custody. Schemes continue to request support from ICVA through off the shelf guidance documents, bespoke training and expert advice to support them. Schemes value ICVA’s national representation of their findings. Independent custody visiting provides up-to-date, accurate insights into the state of custody. These findings are gold dust when developing public policy and ICVA will reflect and represent ICV findings at the highest levels.

The public sector continues to perform in a challenging financial climate and must demonstrate both value and continuous improvement. ICVA works with the Home Office and schemes to present clear standards for schemes. ICVA is an innovative organisation and will continue to explore and implement mechanisms to improve the quality of independent custody visiting. In doing so, ICVA and the schemes it represents contribute to continuous improvement in policing.

**Vision, Mission and Priorities across 2020/21**

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.

Priorities

Leading, Supporting and Representing – COVID19

ICVA has supported schemes by developing guidance that highlights schemes’ responsibilities and how these apply in the COVID19 pandemic. ICVA has delivered recommendations and advice from United Nation bodies. ICVA has also worked with the Home Office to provide answers to key questions and to confirm independent custody visitors are essential to the running of the criminal justice system. This guidance and early leadership supported schemes to ensure that monitoring continued and that independent custody visiting had a strong voice across the pandemic. ICVA has complemented this early communication with guidance and resources to support their work.

ICVA works with the Independent Reviewer of Terrorism Legislation and runs a TACT Scheme Managers’ Network. This Network has been increasingly active across the pandemic, ensuring that TACT detention is appropriately monitored and helping to resolve issues as needed.

ICVA has asked schemes to provide more regular feedback, sending out a weekly survey to schemes to ask questions on key issues. ICVA uses this feedback to highlight challenges, issues and good practice with national partners. ICVA has published a regular feedback document, which is also shares with stakeholders, summarising feedback from schemes.

Leading ICV Schemes – children and young people

ICVA’s annual theme will focus on children and young people. ICVA will combine national learning, policy and best practice and share this with scheme managers and ICVs in a number of ways including through conferences (where possible), training and guidance. This thematic will ensure that ICVs can effectively monitor the detention of children and young people and make recommendations for change as required.

Leading ICV Schemes – completing ICOP

Derbyshire OPCC led a pilot to review and strengthen independent custody visiting methodology, with five additional schemes joining a pilot in 2019/20. The pilot concludes in 2020 and the results will be considered by ICVA’s Board, stakeholders and members. Independent evaluators will present their findings and ICVA will work with stakeholders, including the Home Office, to decide how to respond.

Leading - QAF2

ICVA, together with scheme managers and stakeholders, have reviewed the Quality Assurance Framework and had planned to launch QAF2 in 2020/21. The new QAF provides benchmarks for what good schemes look like. ICVA had intended to launch QAF2 on 1 April.

QAF2 requires significant work from schemes, who needed to use this capacity to respond to COVID19.

The priority for schemes is monitoring custody across COVID19 above QAF2. ICVA will therefore delay launching this framework until schemes have capacity to respond to it. ICVA plans to launch QAF2 later in 2020/21, but this will be dependent on the appropriate preconditions to do so.

Supporting ICV Schemes – equipping and empowering scheme managers

ICVA supports scheme managers to deliver effective independent custody visiting schemes. We will continue to empower and equip manager with support including training and a new members’ website and online platform.

ICVA has a popular weekly newsletter that shares news, good practice, policy changes, updates on training and lessons learned from adverse events in custody. ICVA will review this newsletter in order to ensure that it stays valuable to the scheme managers that it serves.

Supporting schemes –PCC elections

PCC elections are now expected to take place in May 2021. ICVA will provide candidates with the information and support they need to fulfil their statutory duty of running an independent custody visiting scheme.

Representing ICV Schemes

ICVs visit custody every week and provide a contemporary view on the conditions of police custody. Their visits and reports are extremely valuable to national bodies seeking to understand and respond to challenges in custody. ICVA has represented the findings of schemes during COVID19. ICVA also has regular mechanisms to represent scheme findings.

ICVA will represent the findings of ICVs to key stakeholders including the Home Office, the PACE Strategy Board, the National Preventive Mechanism, the Criminal Justice Inspectorates, the College of Policing and the Ministerial Board on Deaths in Custody.

ICVA seeks to ensure that police custody embeds best practice and we can learn from other bodies inspecting police detention. ICVA will lead the National Preventive Mechanism Policing Subgroup, combining all bodies inspecting police custody in the UK, to share findings, practice and maximise effectiveness and efficiency.

Internal priorities

ICVA’s Board of Directors conducts regular work to stay fit for purpose.

ICVA had expected to review governance following PCC elections. ICVA will now ensure that its governance is prepared in the run up to elections next financial year.

Business as Usual / continuing services

ICVA delivers a number of services that it will continue to provide across 2020/21. This includes:

* Delivering a weekly newsletter updating schemes in any national changes, lessons learned, best practice and guidance available to them.
* Leading a network of schemes that visit terrorism detention in order to resolve challenges, identify issues and report to the Independent Reviewer of Terrorism Legislation.
* Representing independent custody visiting within the National Custody Forum and within other stakeholder groups.
* Engaging with academics to support work on improving police custody.

Some parts of ICVA’s normal business as usual are likely to be impacted by COVID19:

* Providing bespoke services to schemes to help them take part in and respond to HMICFRS and HMIP inspections of custody suites – ICVA has continued to support schemes with published reports, but expects fewer of these across the year as inspections of custody have paused.
* Delivering a scheme managers’ conference to provide ongoing professional development for scheme managers – This will be dependent on social distancing requirements when the conference is due.
* Delivering a national conference to provide ongoing development for ICVs – This will be dependent on social distancing requirements when the conference is due.
* Providing bespoke support for regional conferences – This will be dependent on social distancing requirements.

Adding value

ICVA has consulted its members on subscription fees. Members have agreed to a sufficient increase for ICVA to deliver additional value for members. The benefits will include:

* A new online platform that will deliver a members’ forum, a members’ library and further functionality for schemes to share information and communicate.
* A social media masterclass for scheme managers.
* Training and support on managing volunteers.
* Additional national ‘off the shelf’ resources, likely to focus on managing volunteers.
* A greater focus on ensuring that resources can be shared directly with ICVs e.g. briefing notes alongside bitesize training modules, videos with experts.
* ICVA will also be able to use additional resources to join national membership bodies and seek external advice on how to attract external funding and improve practice.

**National Preventive Mechanism (NPM)**

ICVA is a member of the NPM, a body of organisations that make unannounced visits to all areas of detention in order to prevent torture and ill treatment of detainees. The UK NPM 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. This business plan illustrates a golden thread from the work of the NPM to custody visiting.

The UKNPM will have a busy year in 2020/21. The UN Sub-Committee for Prevention of Torture (SPT) visited the UK in 2019 and will report in 2020. The NPM had planned to respond to this report later in the year, but this response is likely to be delayed by COVID19.

ICVA will take over the chairing of the UKNPM subgroup for policing, ensuring that all members that visit police custody share best practice and work together for efficient and effective police custody.

ICVA’s Chief Executive will retire from the UKNPM Steering Group after four years in the role. However, ICVA will remain an active member of the partnership and will continue to contribute to its Business Plan in the year ahead.

Further information can be found at [www.nationalpreventivemechanism.org.uk](http://www.nationalpreventivemechanism.org.uk)

**Budget and resources**

ICVA expects a budget of £170,250 comprising £110,000 Home Office grant and £60,250 from its members via subscriptions and conferences. ICVA’s projected spend is £169,800. ICVA’s budget is included later in this document.

ICVA is working in a challenging financial climate but must continue to deliver support for members and lead improvements to custody. ICVA will work with partners to deliver best value in its services.

**Oversight of plan**

The Board of Directors oversees ICVA’s Business Plan via quarterly meetings. ICVA provides quarterly reports to the Home Office that outline progress against its grant agreement. Furthermore, ICVA is committed to public transparency and publishes progress against its Business Plan every quarter.

The Board reviews its priorities every October in order to develop a new draft business plan each January.

**Appendix A – Action Plan**

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| **1. Leading ICV Schemes** |
| **Action** | **Lead** | **Deadline** | **Outcome and measure** |
| C1. Provide leadership and guidance that will explain the duties and responsibilities of independent custody visiting, including guidance from the UN and Home Office, in order to lead schemes in responding to COVID19:* Communicate key messages from the United Nations and UKNPM.
* Communicate Home Office messaging on key worker status of ICVs.
* Communicate Home Office messaging on adjusting independent custody visiting from the Code of Practice.
* Provide ongoing updates on national guidance to ICV schemes.
 | Chief Executive | Ongoing throughout COVID19. | OutcomeSchemes have the information required to make local decisions on adapting independent custody visiting during COVID19.Measures* Guidance from UN bodies shared with schemes.
* Guidance on key worker status shared with schemes.
* Guidance on adapting Code of Practice requirements shared with schemes.
* Ongoing updates provided throughout COVID19.
 |
| * 1. Develop a plan for a year-long thematic on children and young people 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.
 | Chief Operating Officer | End of April 2020. | 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.
 |
| * 1. Roll out and support schemes to deliver the Quality Assurance Framework 2 (QAF2) in order to ensure that independent custody visiting schemes are meeting their statutory duties and, where moving beyond code compliant, aspiring to best practice.
1. Publishing QAF.
2. Collating scheme targets.
3. Developing mechanisms to support peer assessments.
4. Supporting peer assessments.
5. Assessing all platinum scheme applications.
6. Overseeing the completion of QAF assessments.

**Delayed: This action is dependent on schemes having capacity to complete QAF2.** | Chief Operating Officer | 1. April 2020
2. June 2020
3. June 2020
4. By end April 2021
5. By end April 2021
6. By end April 2021
 | OutcomeICV schemes can demonstrate that they meet statutory requirements and are rewarded for additional successes.Measures1. QAF published
2. Schemes registered target level
3. Schemes consulted and peer assessment designed and in place.
4. Schemes feel supported in peer assessment role.
5. All platinum schemes assessed.
6. All schemes completed QAF and results collated.
 |
| * 1. Complete ICOP and present findings and recommendations to ICVA’s Board, stakeholders (particularly the Home Office) and members in order to ensure that independent custody visiting is as effective as possible.
1. Independent evaluation complete and presented to ICVA’s Board.
2. Recommendations presented to ICVA’s Board.
3. Evaluation and recommendations presented to ICVA’s stakeholders, particularly the Home Office.
4. Response to the pilot agreed and plans in place to deliver this.

**NB, action a has been delayed by COVID19. Other deadlines expected to be met within the financial year.** | Chief Executive Officer | 1. April 2020
2. July 2020
3. July 2020
4. Q3
 | OutcomeAn evaluated and extended pilot on proposed improvements to independent custody visiting methodology with potential to roll out nationally if successful.Measures* Evaluation completed.
* Recommendations developed.
* Response agreed by Board and stakeholders.
* Plan in place to deliver agreed response.
 |
| * 1. Following the results of ICOP, work with the Home Office to consider whether and how the Code of Practice for Independent Custody Visiting should be reviewed in order to ensure that it remains fit for purpose and delivers effective and efficient independent custody visiting schemes.

**This is expected to be completed within the financial year, but will rely on Home Office capacity to respond.** | Chief Executive Officer | Q4 | OutcomeAn effective Code of Practice is available for ICV schemes to implement.Measures* Plans with Home Office in place.
 |
| * 1. Play an appropriate role in responding to new national and local policy requirements of the Government and newly elected PCCs.
1. Play an appropriate role in the Royal Commission to review and improve the efficiency and effectiveness of the criminal justice system.
2. Review and respond to the priorities and requirements of newly elected PCCs.

**These actions are no longer relevant due to COVID19.** | Chief Executive Officer | 1. In line with Royal Commission’s requirements.
2. July 2020.
 | OutcomeIndependent custody visiting drives improvements to national and local policing policy.Measures1. ICVA submits evidence to the Commission.
2. ICVA audits and responds to PCC requirements.
 |
| * 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.

**NB, these actions may be amended due to COVID19 and adaptations other agencies make to their work.** | Chief Executive | This is an ongoing, strategic role for ICVA, with benchmarks as follows:Quarterly, in line with PACE Strategy Group meetings.Ongoing communication complement by bi-annual meetings.Ongoing, in line with project subgroups and National Custody Forum events.Ongoing, in line with ‘learning the lessons’ documents and national investigations.Bi-annual meetings.In line with Board meetings.Ongoing.Ongoing. | OutcomesSchemes are informed of key issues in custody and empowered to respond.MeasuresBriefings shared with schemes.Independent custody visiting reports used for national work. |
| **2. Supporting ICV Schemes** |
| **Action** | **Lead** | **Deadline** | **Outcome and measure** |
| C2. Provide resources and guidance that will support schemes to continue monitoring throughout COVID19:* Provide guidance documents at key milestones across the pandemic.
* Utilise the members’ forum and library to communicate and share resources with schemes.
* Respond to requests for support from scheme managers.
* Run additional remote meetings for scheme managers as required.
 | Chief Executive | Ongoing throughout COVID19. | OutcomeSchemes have the resources needed to adapt independent custody visiting during COVID19.Measures* Guidance provided to schemes.
* Members’ forum updated with relevant communication and information threads.
* Members’ library updated with COVID section for members’ use.
* Responded to requests from schemes.
* Additional meetings take place as required.
 |
| 2.1. Review, redesign and launch a new members’ website in order to provide members with a fit-for-purpose online discussion area and library of resources.To include:1. Set up reference group to design specification for site.
2. Commission development of site.
3. Oversee development of site.
4. Launch new members’ website.

**NB, the original deadlines for this work have been amended in response to COVID19.** | Chief Operating Officer | 1. Q2 Q1
2. Q2
3. Q3
4. Q4
 | OutcomeMembers can access fit for purpose website providing a forum for discussion, library of resources and meeting other needs.Measures* Reference group established.
* Specification developed.
* Website commissioned.
* Website completed and launched.
 |
| 2.2. Provide training resources and guidance, maintain the members’ website and give ad hoc advice in order to deliver ongoing support to ICV schemes. NB, this will include a focus on delivering materials that can be distributed to ICVs without additional work by scheme managers e.g. video material and written briefings. | Chief Operating Officer | Ongoing throughout the year. | OutcomeMajority of schemes feel supported by ICVA’s services.MeasureMember survey. |
| 2.3. Write and distribute a newsletter at least every two weeks, usually weekly, in order to communicate national work and horizon scanning to schemes  | Chief Executive Officer  | Ongoing throughout the year. | OutcomeSchemes feel informed about national work.MeasureMember survey. |
| 2.4. Deliver a Scheme Managers’ Conference, themed on children and young people in custody, in order to provide continuing professional development on key issues to scheme managers.**NB, This will be dependent on public health requirements and may be amended or delayed.** | Chief Operating Officer | October 2020 | OutcomeScheme members feel satisfied that conference has briefed them on important issues, provided professional development and enabled peer support.MeasureConference survey. |
| 2.5. 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.**NB, This will be dependent on public health requirements and may be amended.** | Chief Executive Officer and Chief Operating Officer | 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 |
| 2.6. Deliver four size training resources e.g. bitesize modules on different topics relating to children and young people for scheme managers to deliver to their ICVs in order to ensure that ICVs are able to effective monitor the detention of children and young people. | Chief Operating Officer | To be completed by the end of Q4, one resource produced each month. | OutcomeMembers feel equipped to deliver training on key issues to ICVs.MeasureMember survey |
| 2.7. Create and deliver one train-the-trainer sessions in order to empower scheme managers to deliver induction / TACT training to ICVs.**NB, This will be dependent on public health requirements and may be amended or delayed.** | Chief Operating Officer | To be completed by the end of Q4. | OutcomeMembers feel equipped to deliver induction to ICVs.MeasureMember survey  |
| 2.8. Deliver a National Conference, themed on children and young people, in order to provide professional development for members and volunteers, thank volunteers and provide briefings on key issues in custody to volunteers and members.**NB, This will be dependent on public health requirements and may be amended or delayed.** | Chief Operating Officer and Chief Executive | March 2021 | OutcomeMembers feel that the conference has delivered professional development.ICVs feel valued by day.MeasureConference survey |
| 2.9. Deliver required resources to support newly elected PCCs to deliver their statutory role to provide an independent custody visiting scheme.1. Consult with APCC on what new PCCs require.
2. Design engagement plan.
3. Implement engagement plan.
 | Chief Executive Officer | 1. June 2020
2. July 2020
3. By the end of Q4
 | OutcomePCCs feel equipped to fulfil their duty to run an independent custody visiting scheme.Measure* Engagement with APCC complete.
* Plan designed.
* Plan implemented.
 |
| 2.10. Review and refresh ICVA’s weekly newsletter in order to ensure that it meets the needs of scheme managers.1. Consult scheme managers on their requirements.
2. Articulate ICVA’s requirements for newsletter.
3. Review newsletter’s current performance.
4. Implement refreshed newsletter.
 | Chief Executive Officer | 1. Q1
2. Q1
3. Q2
4. Q3
 | OutcomeICVA’s newsletter delivers value to ICVA and scheme managers.MeasureReview complete.New newsletter arrangements in place.Members’ survey. |
| 2.11. Run and maintain a network of scheme managers who attend TACT detention in order to update schemes on current issues, share practice and communicate with the Independent Reviewer of Terrorism Legislation. | Chief Operating Officer. | One annual meeting by the end of Q3.Additional meetings and communications to take place as required. | OutcomeTACT schemes feel empowered and informed to manage TACT schemes.MeasureMeeting taken place.Key issues shared and resolved. |
| 2.12. Create and publish a distance learning module on managing volunteers in order to support scheme managers to fulfil their role. | Chief Operating Officer. | Q1. | OutcomeScheme managers feel supported to fulfil their role.MeasureMember survey.Module feedback. |
| 2.13. Create and deliver a distance learning ‘social media masterclass’ in order to support scheme managers who wish to use social media to publicise their work. | Chief Executive | Q1 | OutcomeScheme managers feel supported to fulfil their role.MeasureMember survey.Module feedback. |
| **3. Representing ICV Schemes** |
| **Action** | **Lead** | **Deadline** | **Outcome and measure** |
| C3.1. Represent the findings of ICVs to national partners during COVID19 in order to highlight challenges or good practice and help to resolve problems:* Establish a new feedback mechanism for schemes to share reports with ICVA.
* Develop and publish regular summaries of updates from schemes.
* Feedback scheme findings to relevant national bodies, with recommendations as required.
* Take part in relevant national, strategic meetings and provide ICV feedback as required.
 | Chief Executive | Ongoing throughout COVID19. | OutcomeICVA represents the findings of ICV schemes to national bodies, highlighting issues and seeking to help provide solutions.Measures* New feedback mechanism designed and implemented.
* Regular summaries written and published.
* Feedback provided to national bodies and stakeholders.
* Participation in relevant meetings.
 |
| C3.2. 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. | Chief Executive | 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. |
| 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.

**NB, some of these measures may be altered depending on how other bodies adapt their work.** | Chief Executive Officer | This is an ongoing, strategic role for ICVA, with benchmarks as follows:Quarterly, in line with PACE Strategy Group meetings.Ongoing communication complement by bi-annual meetings.Ongoing, in line with project subgroups and National Custody Forum events.Bi-annual meetings.In line with Board meetings.Ongoing. | OutcomeIndependent custody visiting findings are used as evidence to inform and drive national projects as relevant.MeasureReforms instigated / projects shaped by feedback from ICVs. |
| 3.2. Attend National Preventive Mechanism business meetings, Steering Group meetings and Chair policing subgroup meetings in order to represent the views and experiences of custody visiting and to communicate key issues back to members.**NB, ICVA is engaged and active in the UKNPM, but this action may change depending on how the UKNPM structures its meetings.** | Chief Executive for steering group.Chief Operating Officer for business meetings and chairing Policing Subgroup | This is an ongoing statutory duty for ICVA with two steering group conference calls and two full business meetings and two policing subgroups annually.ICVA’s Chief Executive Officer will stand down from the NPM Steering Group when she completes her four-year term in 2020, as required. | OutcomeICVA contributed to NPM work and key issues.MeasureIndependent custody visiting represented in key work by NPM. |
| 3.3. Represent independent custody visiting and monitoring police detention in responding to recommendations from the SPT visit to the UK in order to ensure that monitoring police detention is well executed in the UK.**NB, ICVA is engaged in this process, but it may be delayed by the UKNPM due to COVID19.** | Chief Operating Officer | Anticipated to be the second half of 2020. | OutcomeIndependent custody visiting effectively responds to recommendations from the SPT.MeasureTBA once response received. |
| 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. | Chief Executive Officer | Ongoing 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. |
| 3.5. Represent the findings and consequent recommendations of independent custody visitors on detainee dignity to the NPCC, inspectorates and other key stakeholders in order to ensure that detainee dignity is prioritised within police custody.1. Continue to pursue progress on recommendations on detainee dignity from 2019/20 business plan.
2. Support National Custody Forum workstream on detainee dignity.

**NB, this action is likely to be delayed whilst custody responds to COVID19. ICVA will pursue this work once custody has the capacity to respond.** | Chief Executive Officer and Chief Operating Officer | Q4 | OutcomeICVA provides a national voice to the NPCC on recommendations on detainee dignity.MeasureNPCC respond to ICVA’s recommendations.ICVA supports ongoing work of NPCC performance management group. |
| 3.6. Represent and promote schemes within the networks in which they work including PCC networks, the National Custody Forum, other authorities and the Chief Executive network.**NB, this is likely to be altered as meetings and network changes due to COVID19.**We will celebrate and promote the success of schemes through awarding achievement under the Quality Assurance Framework. | Chief Executive Officer | Ongoing throughout the year. | OutcomeStakeholders are aware of custody visiting and value it.MeasureNumber of engagements completed. |
| 3.7. Maintain ongoing communication with stakeholders and the public in order to ensure stakeholder and public awareness of independent custody visiting, ICVA and key issues in police custody.1. Maintain ICVA’s website.
2. Maintain social media channels.
3. Engage with media on key issues for independent custody visiting.
 | Chief Executive Officer | Ongoing throughout the year. | OutcomeStakeholders and the public are aware of independent custody visiting, ICVA and key issues in police custody.MeasuresImpressionsPage viewFollowersMedia engagement |
| **4. Internal** |
| **Action** | **Lead** | **Deadline** | **Outcome and measure** |
| 4.1. ICVA will prepare and take part in funding discussions with the Home Office in order to agree grant funding proposals for the year ahead.ICVA will prepare and take part in the Comprehensive Spending Review in order to agree grant funding proposals for the year ahead. | Chief Executive Officer and Treasurer | Ongoing throughout the yearQ2 | OutcomeICVA reaches a sustainable financial agreement.MeasureAgreement in place. |
| 4.2. Meet ICVA’s requirements under Companies House and the Home Office grant agreement in order to ensure a well-run organisation. | Company Secretary | Ongoing throughout the year. | OutcomeICVA is compliant with Companies House requirements.MeasureCompanies House requirements and page up-to-date. |
| 4.3. ICVA’s Board to respond to turnover in PCCs in order to ensure effective PCC representation on the Board and good running of the organisation.1. Awayday to take place in June 2020
2. Recruitment to take place for AGM
3. Election for Chair and Vice Chair to take place at AGM

**This will be taken forward to 2021/22. Election of Chair and Vice Chair to take place in July 2020.**  | Board | 1. June 2020
2. July 2020
3. July 2029
 | OutcomeICVA’s Board is resilient to change across the election period delivers robust governance after PCC elections.Measure* Awayday takes place.
* Recruitment completed as necessary.
* Elections complete.
 |
| 4.4. Join / maintain membership with appropriate membership bodies, including the Criminal Justice Alliance and the NCVO in order to access shared beneficial resources, advice and funding opportunities. | Chief Executive | Q2Q1 | OutcomeICVA can access advice and resources to apply for external funding and share resources with other relevant bodies.MeasureMemberships in place. |

**Draft Budget**

|  |  |
| --- | --- |
| **Expected income** | **2020/21 Budget Projections** |
| **Grant** |   |
| Home Office Grant | £110,000.00  |
| **Subscriptions** |   |
| PACE Members (£1,000 per scheme, 43 members) | £43,000.00  |
| Non-PACE Members (£750 per member, 3 members) | £2,250.00  |
| **Conferences** |   |
| Conference income  | £15,000.00  |
| **Other income** |   |
| Unallocated income | £0  |
| **TOTAL INCOME** | **£170,250.00**  |
|  |
| **Expenditure** |   |
| **Staff costs** |   |
| Salaries and on-costs (pay, employer NIC) CEO | £71,000.00  |
| Salaries and on-costs (pay, employer NIC) COO | £49,000.00  |
| Mileage and allowances (incl trains, hotels, etc) | £8,000.00  |
| Assets and training | £1,500.00  |
| Pension (5% of salary allowed) | £5,400.00  |
|   | **£134,900.00**  |
|   |
| **Business costs** |   |
| Communications (bulletins, annual report, publications etc) | £500.00  |
| Management Board (APCC buildings, some for travel) | £1,500.00  |
| Membership to supporting organisations e.g. the NCVO | £500.00  |
| New online membership platform (members' website, forum and library) / project budget in future years | £7,500.00  |
| Website (upload & maintenance, news editorial, monitoring and passwords) | £1,400.00  |
|   | **£11,400.00**  |
|   |
| **Office costs** |   |
| Mobile phones | £800.00  |
| Storage | £1,400.00  |
| PO Box | £350.00  |
| Postage | £250.00  |
| Photocopy / printing | £100.00  |
| Stationery | £100.00  |
|   | **£3,000.00**  |
|   |
| **Conference Costs**  |  |
| Conference Costs (incl venue hire, catering, speaker costs etc) | £11,000.00  |
|   | **£11,000.00**  |
|   |
| **Finance costs** |   |
| Insurance | £750.00  |
| Bank charges | £250.00  |
| Accountancy advice (payroll, VAT, Xero) | £2,000.00  |
|   | **£3,000.00**  |
|   |
| **Other costs** |   |
| Regional engagement | £3,500.00  |
| Project Budget | £2,000.00  |
| NPM contribution | £1,000.00  |
|   | **£6,500.00**  |
|   |  |
| **TOTAL EXPENDITURE 2020/21** | **£169,800.00**  |