

The Independent Custody Visiting Association (ICVA)
Annual Report 2021/22.



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Message from the Chair

2021/22 was a difficult year for all. As society reckoned with a new coronavirus world, all organisations in all sectors had to remodel their operating models to function. Custody monitoring was no different. In the face of such upheaval, independent custody visiting schemes demonstrated incredible resilience and dedication, highlighting a number of key challenges to protect the rights and entitlements of detainees. Amongst the many issues raised, the increase of virtual remand hearings being held in police custody, access to solicitors, hygiene and staffing challenges were all noted, all of which was fed back to national organisations by ICVA. I have never been prouder to be the Chair of ICVA than during this period and have deep admiration for all our ICVs who showed such selflessness and determination to uphold the human rights of detainees. This leadership will be needed in 22/23 just as it was last year. The coronavirus continues to present unprecedented challenges for all, and it is unclear how new variants will impact business as usual. In the midst of such uncertainty, I have no doubt that independent custody visiting schemes will continue to rise to the challenge and be creative and innovative in keeping the monitoring of detainee welfare going.

Last year, the Criminal Justice Alliance published their report on the monitoring of race and gender inequities in police custody. We were delighted to collaborate with the alliance on this extremely useful piece of work and their recommendations have formed the basis of a new anti-racism action plan for ICVA, and inspired our national thematic for 22/23, tackling discrimination in custody. Since the publication of the report, we have held our first in-person national conference since the start of the pandemic in which the report and our anti-racism ethos featured prominently. It is right and proper that ICVA continues to examine its own practices, and those of our members to ensure that any areas of disproportionality are effectively monitored and addressed. ICVA has work to do in this space, both for ourselves as an organisation and to support members on being more proactive in this area. I look forward to working with schemes and stakeholders on implementing the recommendations of the report and our anti-racism action plan.

To support ICVs and ICVA in dealing with the new normal, I remained as Chair for another year. Internally, ICVA has seen some significant changes over the past year. As a team, we have overhauled ICVA's membership offer, delivered new and exciting resources for schemes, changed legislation to protect detainee dignity and overseen monitoring across a pandemic. During this time, Katie Kempen stood down as CEO and Sherry Ralph, ICVA's Chief Operating Officer took up the post of Interim CEO. I would like to thank Sherry for her leadership, steering us through the uncertainty of the pandemic and working tirelessly with ICV's and scheme managers to support them in their roles and responsibilities. Supporting Sherry as interim Chief Operating Officer, we welcomed Stacey Evans on secondment from the Office of the South Wales Police & Crime office. Stacey's tireless devotion to protecting the dignity and welfare of detainees proved invaluable to our organisation and I thank her for the great work during this time. In the autumn, Ashley Bertie commenced his role as our CEO. Working closely with Sherry and the Board, Ashley has produced an ambitious and exciting business plan which will ensure that the organisation continues to be progressive in protecting custody monitoring in the UK.

Looking forward to 2022/23, ICVA will see a period of change as we will welcome new directors to our Board. After nine years as the Chair of ICVA's board, I will step down in July and help oversee the recruitment of a new Chair. It has been a huge honour to lead ICVA and to work with such a passionate group of members, officers, PCCs and ICVA's Board. only made possible by the commitment and effectiveness of schemes and volunteers. It is undeniable that the ICVA continues to inspire national debate on custody policy and effect tangible change. This is because of the dedication and determination of our schemes who are unrelenting in their pursuit of dignified treatment of all detained in police custody. ICV schemes managers and volunteers are truly exceptional people and we have been fortunate to work to represent you.

Martyn Underhill Chair
July 2022



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

ICVA's vision is that detainees are treated fairly, with dignity, and free from ill treatment.

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 2021/22

The business plan for 21/22 was developed to position the organisation to operate within the unparalleled context of Covid -19, whilst also establishing new ways of operating that would allow the organisation to seamlessly transition to a post-pandemic world. ICVA's priorities across this time were as follows:

Leading, Supporting and Representing – COVID 19 recovery and learning

ICVA continued to lead, support, and represent schemes with COVID19- this included:

- Providing advice and guidance to ICV schemes.
- Securing and communicating key worker status of ICVs.
- Answering scheme queries and setting up peer support measures.
- Running additional support meetings for schemes and the TACT network, who visit terrorism detention.

- Representing independent custody visiting at regular, national meetings with the Home Office, NPCC, NHS, Police Federation, Law Society and National Appropriate Adult Network.
- Regularly asking schemes for feedback and sharing and publishing feedback summaries.

Leading ICV schemes – Completing Independent Custody Observers’ Pilot (ICOP)

Following the Independent Custody Observers’ Pilot (ICOP) to review and strengthen independent custody visiting methodology in 21/22, ICVA engaged with the Home Office to disseminate best practice derived from the pilot. In 21/22, this review included:

- A series of consultative exercise with stakeholders on ICOP methodology.
- Conducted an evaluation of these exercises and presented the results to the Home Office for further consideration.

Lead – Quality Assurance Framework 2 (QAF 2)

ICVA kept QAF2 under review for 21/22 to see whether schemes would have capacity to deliver it. In consultation with scheme managers, it was determined that schemes did not have the capacity to fulfil the requirements of QAF and ultimately the decision was made to support schemes to monitor.

Lead – Responding to the CJA review of race and gender in independent custody visiting

ICVA proactively engaged internally and externally with a number of partners on the recommendations enclosed in the report and reviewed its processes and procedures with an explicit anti-racist focus. These actions included:

- Hosting scheme managers conference on the launch of the report.
- Producing an anti-racism action plan.
- Promoting the findings and recommendations of the report with ICVA’s members and partners.

Support – COVID19 recovery

ICVA has supported ICV schemes in their recovery to COVID19, developing resources as required, and sharing learning from good practice.

Support – straight to ICV resources

COVID-19 has seen ICV schemes using online platforms to host meetings, conferences, and training. ICVA has developed ‘straight to ICV’ resources across this time including interviews with key stakeholders, YouTube training packages and briefings.

Represent – information for PCCs

A cohort of new PCC’s were elected in May 2021. ICVA provided the new, as well as existing PCC’s, with the information and support they need to fulfil their statutory duty of running an independent custody visiting scheme.

Represent – sharing ICV findings with national bodies

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 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.

Internal priorities

ICVA’s Board of Directors conducts regular work to stay fit for purpose, ensuring that we meet legal, fiscal, and strategic requirements for the organisation.

Business as Usual / continuing services

ICVA delivers a number of services that it continued to provide across 2021/22. This included:

- 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.

COVID-19 has impacted some of ICVA's normal business as usual activities:

- ICVA's scheme managers' conference was delivered online.
- ICVA delivered online training sessions for ICVs in lieu of a National Conference.
- ICVA were not able to attend regional conferences as normal. ICVA attended online conferences where appropriate.

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.

During 2021/2022, ICVA’s interim Chief Executive/Chief Operating Officer remained as the Chair of the Policing Steering Group until October 2020, when they took a place on the NPM Steering group. ICVA as a member of the NPM has supported a strategic review of the NPM and continues to work with the steering group, officers and members on resultant workstreams.

The Independent Custody Visiting Association’s achievements-

Leading, Supporting and Representing – COVID 19 recovery and learning

The “do no harm” principle that ICVA adopted during the first year of the pandemic in 2020, transitioned to a heightened focus on balancing public health requirements with the importance of human rights monitoring in 2021/22. A key element of this transition has been changes to hygiene and social distancing practices. Acting on concerns raised by ICVs, ICVA has shared NPCC guidance on personal protection equipment and hygiene for staff, visitors, and detainees. Making custody as safe as possible within the new year has been ICVA’s priority, and ICVs and scheme managers have been encouraged to monitor the changes to hygiene and social distancing practices during their visits and custody record reviews.

As a number of covid-19 variants presented challenges to protecting rights and entitlements of detainees, schemes continued to highlight issues which influenced ICVA’s guidance. Schemes proactively voiced their concerns on poor compliance with the Joint Interim Interview Protocol that has governed legal representation in police stations. There were a number of versions of the joint interview Protocol, and the feedback derived from schemes not only ensured ICVA was able to provide detailed guidance on what to look for and report, but also fed into discussions with partners about how the protocol could be improved.

In addition to guidance, ICVA has continued to enact support measures for scheme managers. The members’ forum and library, has continued to be a depository for ICVA’s officers and schemes to share ideas and resources with each other. ICVA has used this network to host meetings of schemes

who visit terrorism detention settings as well as a series of informal virtual sessions to support scheme managers to encourage peer support and assist managers in fulfilling their duties.

In addition to the proliferation of the use of the website and virtual meetings, ICVA continued regular feedback from schemes using a monthly survey. ICVA used the feedback to significantly increase its representation function in bi-monthly meetings with the Home Office, NPCC, NAAN, Law Society and others to ensure that concerns were acted upon. As a result, schemes continued to raise concerns on detainee entitlements and a request culture, noting that detainees were being given telephone calls and showers only on request rather than these amenities being offered. ICVA raised these concerns with national partners and an investigation by the NPCC found that the request culture was widespread. As a result, reminders on detainee entitlements were disseminated to police forces from the NPCC. In raising the early alarm, ICVs were able to ensure that these problems were confronted and responded to. Moreover, as custody suites took on video remand hearings, ICVs flagged the huge resource drain this placed on staff and subsequent concerns for detainee welfare and long detainee stays in custody. Furthermore, ICVs were first to raise the alarm that the Joint Interim Interview Protocol was not working as expected. Schemes fed back concerns that detainees were not being given the opportunity to give informed consent to remote legal advice but were instead presented with a *fait accompli*. ICVA was able to raise these concerns early on, which were then investigated and later confirmed by other bodies including the NPCC, HMICFRIS and National Appropriate Adult Network. In raising the early alarm, ICVs were able to ensure that these problems were confronted and responded to.

Completing ICOP

ICVA was delighted to spread the innovative work of Derbyshire, Dyfed-Powys, Gloucestershire, Humberside, Leicestershire, and Nottinghamshire with scheme areas outside of the Independent Custody Observers' Pilot. This pilot, initiated in Derbyshire, sought to strengthen the ICV role by adding reviews of custody records and enhancing visits to include wider observations of custody.

During the year, ICVA requested a review of the Code of Practice that will enable ICOP to be expanded and rolled out. As part of the evidence gathering stage, ICVA conducted a series of consultative exercises with key stakeholders to spread awareness of the scheme and ascertain support for rolling out the methodology. The feedback from these exercises demonstrated qualified support for the proposed roll out of the methodology and a willingness to explore how ICOP can be amended to suit different contexts.

Whilst ICVA has enjoyed the support of stakeholders and civil servants, ICVA and the Home Office have paused seeking a review of the Code of Practice until further notice. This has not precluded ICVA from being an advocate for ICOP, and ICVA will seek a review in the future. Furthermore, schemes beyond the pilot areas have adopted the custody record review methodology as an additional safeguard and oversight mechanism during

the pandemic. We anticipate that this early adoption of custody record reviews will ease the eventual further roll out of the new methodology as ICOP best practice becomes established.

Quality Assurance Framework (QAF) 2

ICVA's QAF1 was launched in April 2018 following a health check for compliance to the Code of Practice. The framework enables schemes to discharge their legal responsibilities. More importantly, it's an opportunity to recognise and reward schemes and to embed standards that deliver continuous improvement to police custody. The QAF has seven priority areas:

1. Recruitment and training,
2. Managing volunteers,
3. Communications,
4. Holding the force to account,
5. Transparency and public reassurance,
6. Detainee welfare, and
7. Invests in / supports scheme managers.



There are four levels that schemes can attain on the QAF, Code Compliant, Silver, Gold and Platinum with a series of criteria schemes must evidence to attain the award. Each level has additional criteria to the previous one, with more ambitious outcomes for good practice for schemes to reach.

QAF2 was due to be launched in April 2020 however it was postponed due to the pandemic. Many schemes stopped or paused visiting, having to adapt to alternative means of monitoring police custody. It was decided by the Board and scheme managers that it would be unfair to introduce it at this time and ICVA agreed to revisit its launch at a later date.

2021/2022 including a range of consultation events with schemes, including the scheme managers conference and a consultation item at the National Expert Forum (NEF) meeting for regional representatives of schemes.

As a result of these consultations, ICVA's board agreed that the QAF would launch in April 2022, with the following amends to reflect feedback from scheme managers:

- ICVA would remove peer assessment for silver and gold levels, to be replaced with line manager sign off and ICVA officer dip sampling.

- ICVA agreed to extend the assessment window to a period of 18 months, meaning that assessments must be completed and returned to ICVA by October 2023.
- ICVA amended some criteria in response to feedback from schemes.
- ICVA committed to running quarterly, online, QAF support drop-in sessions for schemes.
- ICVA committed to write to OPCCs to alert them to QAF2 and garner office support for scheme managers.
- It was agreed that schemes will need to re-assess, old awards and logos will be in place until October 2023 but no longer valid after this date.
- ICVA officers will continue to undertake assessments of platinum schemes (depending on numbers of schemes this may require support from expert scheme manager board members).

ICVA Produced a range of supporting documents during 2021/2022 in preparation for the launch, including:

- QAF Frequently Asked Questions.
- A QAF 'How to' document.
- A video resource explaining the QAF and assessment process.
- Flow charts to demonstrate the assessment process.

QAF 2 will be launched on the 1st April 2022, with a series of Q and A sessions and support for schemes to attain their awards.

Lead – Responding to the CJA review of race and gender in independent custody visiting

With close collaboration from ICVA, the Criminal Justice Alliance (CJA) published its report on race and gender inequality police custody.

'Just visiting? Exploring the effectiveness of Independent Custody Visitors at monitoring race and gender equality in police custody', examines how custody visitors identify and challenge any discrimination (both direct and indirect) against women and minority ethnic detainees and the challenges custody visitors face in doing this.

The report has identified where custody visitors have effectively improved some aspects of welfare and treatment of women and ethnic minority detainees in police custody, as well as identifying some challenges and barriers to their effectiveness. In response to the report, ICVA has produced an anti-racist action plan which encapsulates the recommendations and demonstrates its commitment to tackling inequality or discrimination of any kind.

Supporting ICV Schemes – equipping and empowering scheme managers

During 2021/2022 ICVA has worked with developers to create an ICV Resources page on the main ICVA website. Scheme Managers fed back that they had greatly welcomed ICVA's move at the start of the pandemic to offer training and resources to ICVs that they could access from their homes, and without requiring delivery/facilitation from the OPCC. ICVA determined that access to this for volunteers could be enhanced by the training being hosted on a public space, accessible by all.

The new ICV resources page (<https://icva.org.uk/icv-resources>) was introduced in September and gives ICVs direct access to appropriate resources.

The page is split into three sections - ICV bitesize training, briefings and guidance and supporting resources. ICVA has reviewed and ensured all documents are fit for the public space, populated the page, and produced new additional resources.

At the end of the reporting year, the site page had 15 'straight to ICV' training videos on a wide range of topics, including a host of training on Children in Police Custody, Detainee Dignity, Use of Force, Women in Custody, Neurodiversity and more. Briefings for ICVs include County Lines, Strip Searching of Children, Appropriate Adult provision, Human Trafficking and many more.

ICVA has received some fantastic feedback from schemes and their ICVs on the new page and will continue to add resources as they are developed, promoting them via weekly newsletters.

Representing – information for PCCs

In 21/22, ICVA's delivered a series of virtual briefings relating to our priorities. These briefings included a general awareness session update on ICOP. With covid restrictions relaxing during the course of the year, ICVA's attended a number of independent custody visiting scheme meetings and conference in person

Represent-sharing ICV findings with national bodies.

Outside of COVID19, ICVA continued to represent schemes through their normal channels. ICVA is an active member of the National Preventive Mechanism and Chairs its Policing Subgroup. ICVA is an active member of the National Custody Forum and has represented findings on anti-rip suits to its lead to consider for reform. ICVA attends the PACE Strategy Group where it has presented ICV findings throughout the year. ICVA also attend the Ministerial Board in Deaths in Custody where the ICOP project has been presented as a means in which to understand whether there is disproportionality in treatment within police custody. ICVA regularly meets with key stakeholders including the Home Office and inspectorates in order to share ICV feedback and inform each other's work.

Internal priorities

ICVA's Board of Directors conducts regular work to stay fit for purpose. ICVA regularly reviews its legal requirements, fiscal position, and strategic requirements.

ICVA reviewed its governance arrangements following PCC elections and appointed a new Chief Executive in 2021.



Ashley Bertie, ICVA CEO

ICV findings on the state of police custody 2021 - 2022

In 21/22, Police custody continued to be under considerable pressure, as the effects of Covid-19 and subsequent public health measures became apparent. Like other essential services, custody suites juggled staff shortages, risk of infection, and implementing social distancing regulations. As a result, many of the issues highlighted by ICVs were related to these changes in custody suites as they continued to respond to the pandemic. ICV schemes provided a wealth of independent feedback across this period, delivering more than 250 feedback reports to ICVA in addition to normal reporting.

Access to solicitors

Informed consent from detainees as per the CPS and NPCC [protocol](#) continued to be a highlighted issue from independent custody visiting schemes. Many schemes noted that in the main, custody staff are ensuring that detainees are aware of their right to request face-to-face legal advice. Yet, despite an improved picture as the year progressed, schemes continued to report that they remained concerned regarding the ability of detainees to give fully informed consent to remote legal advice. Using the ICV feedback, ICVA raised this issue with the Home Office via the (Home Office led) Operational Partners Group, which continued to meet frequently throughout the year.

A key feature of early reports were staff shortages. As staff were advised to self-isolate, schemes reported shortages in custody suites. This has eased somewhat across the year, ICVA continued to receive reports that staff shortages and worries about resilience remain an ongoing challenge.

Some schemes raised concerns on detainee entitlements, particularly highlighting when detainees were not offered washing facilities on arrival or during their detention. They have also fed back additional concerns, some noting insufficient access to hygiene for detainees, children staying in custody oversight and concerns that female detainees do not have access to female staff. ICVA have picked up these concerns, and provided up-to-date feedback on with partners, which has shaped their response to ensure that detainee rights and safeguards were upheld.

Police Estate

ICVs also fed back concerns about the estate and the challenges of upholding public health guidance to socially distance. These concerns were addressed over the course of the year as custody adapted to new public health requirements. Some schemes reported protective measures, such as Perspex screens being introduced, and custody suites implemented measures such as marking safe distances on the floor and adapting interview rooms. Schemes also reported new ways of working such as triaging detainees to check for COVID symptoms on arrival and implementation of hygiene stations for detainees to use as they enter custody.

Video enabled Justice

A large number of custody suites also introduced 'video enabled justice' (VEJ) where detainees attend video remand hearings from police custody. This was, again, introduced as a measure to ensure that custody could continue throughout the epidemic. Whilst some schemes have reported successful working, there have been widespread concerns about VEJ. Detainees spend significantly longer in police custody as they wait to attend court, go through the process and in some cases await escort to prison. The additional stay in custody places significant extra demand on staff and support services. Schemes reported that this, in turn, has impacted on detainee care as well as concerns on detainee wellbeing. However, as the year progressed, Video enabled justice became less of a pressing issue as many areas stopped its use or limited it to detainees testing positive for COVID19 or displaying symptoms.

Appropriate Adults

Appropriate Adults (AAs) are a valuable safeguard for children and vulnerable adults, helping them to understand and engage with the custody process. Where a detainee cannot access their own AA, such as a parent, police will request one through a local scheme. AAs continued to attend police custody throughout the pandemic.

Early in the pandemic, ICV schemes reported that the number of AAs who were able to attend police custody fell. A number of areas reported long waits to access AAs. Some AA schemes adjusted by adapting the services they provided. Whereas AAs would normally assist detainees to understand their rights and entitlements in person, this was completed remotely in some areas.

The initial shortage of AAs impacted detainees who may then see longer detention times and who do not benefit from face-to-face contact with an AA when understanding their rights and entitlements.

As the year progressed, the reports of delays accessing AAs reduced considerably.

TACT

ICVs visit detainees held under terrorism detention. Terrorism Act (commonly referred to as TACT) detention has different arrangements as ICVs must be alerted when a TACT detention takes place and visit more frequently. ICVs who visit TACT also report to the Independent Reviewer of Terrorism Legislation (IRTL), Jonathan Hall, who maintains oversight of terrorism detention.

Schemes with TACT detention implemented remote visiting as a matter of priority and ensured that ICVs were speaking to detainees, either via telephone or video conferencing. ICVA held additional support meetings with scheme and the IRTL over the pandemic in order to ensure that this crucial independent oversight continued.

Overall, custody has coped during the pandemic, with a number of significant issues arising. The NPCC and other national organisations have been proactive in responding to feedback raised by ICVs. However, issues such as access to solicitors have remained difficult to resolve and have continued into early 2021/22.

Annual reporting requirements

Purposes and governance

ICVA reviewed its Articles of Association, amending them in **December 2021**. ICVA's Articles are available on [Companies House](#).

The Company's objectives 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 2021/22:

- Katie Beaumont
- Erika Dallinger
- Nicholas Hardwick
- Elizabeth Kelly
- Lucy McKay
- Joanne Nicholls, Company Secretary
- Natasha Plummer, Vice Chair
- Elise Pout
- Kirsty Scott
- Elizabeth Shenton
- Martyn Underhill, Chair

- Rachael Waldron

The following people have worked for ICVA in 2021/22:

- Katie Kempen, Chief Executive
- Ashley Bertie, Chief Executive (started in September 2021)
- Sherry Ralph, Chief Operating Officer
- John Eagles, CPFA, Honorary Treasurer

Further information

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 2021/22, whilst noting that it is reliant on the Home Office and its members' continued support.

Appendix A – Action Plan

1. Leading ICV Schemes				
Action	Lead	Deadline	Outcome and measure	Update
<p>1.1 Develop two six monthly plans for a year-long thematic on COVID recovery in order to support schemes to recover and rebuild and implement learning. The plan should include:</p> <ul style="list-style-type: none"> • Scheme feedback, and • National research. 	Chief Operating Officer	End of April 2021, and End of September 2021	<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"> • Desktop research complete. • Consultation with scheme managers / National Expert Forum complete. • Plan written and agreed. 	<p><u>Quarter one update</u> On track</p> <ul style="list-style-type: none"> • Schemes were consulted in terms of needs. • Identified ICVA could put in place peer support sessions for returning to visiting, 2 x sessions delivered. • Sharing of NPCC risk and PPE docs to support schemes and ICVs returning to visiting. <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • Further scheme support session offered. • Additional briefings requested by the NEF but not specific to Covid recovery. • Ad hoc support given to schemes on ICV capacity, visiting frequency etc. • NEF agenda includes consultation for second 6-month period of support. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • No specific requests on theme from October NEF. • Ad hoc support continues and traffic on members site is increasing, promoted via newsletters.

				<ul style="list-style-type: none"> Scheme networking Christmas sessions delivered. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> Specific request for a traumatic visit briefing, completed and disseminated. Ad hoc support continues, in particular around recruitment as a Covid recovery theme.
<p>Flexible action (will only occur if circumstances allow)</p> <p>1.2. 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.</p> <p>a. Review and amend contents of the QAF.</p> <p>b. Publishing QAF.</p>	Chief Operating Officer	To be agreed.	<p><u>Outcome</u></p> <p>ICV schemes can demonstrate that they meet statutory requirements and are rewarded for additional successes.</p> <p><u>Measures</u></p> <p>a. QAF reviewed</p> <p>b. QAF published</p> <p>c. Schemes registered target level</p> <p>d. Schemes consulted and peer assessment designed and in place.</p> <p>e. Schemes feel supported in peer assessment role.</p>	<p><u>Quarter one update</u></p> <p>Currently QAF remains on hold due to pandemic.</p> <p><u>Quarter two update</u></p> <p>Currently on hold, the ICVA board and NEF will consider in their Q2 meetings in Oct to determine if a 2022/23 launch is appropriate.</p> <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> October NEF collated feedback on QAF, officers met in Dec to consider feedback and amends to QAF to ensure scheme viability. Officers will make a recommendation to the January board to go ahead with the QAF with an 18-month assessment window, slimmed criteria and removal of

<p>c. Collating scheme targets.</p> <p>d. Developing mechanisms to support peer assessments.</p> <p>e. Supporting peer assessments.</p> <p>f. Assessing all platinum scheme applications.</p> <p>g. Overseeing the completion of QAF assessments.</p>			<p>f. All platinum schemes assessed.</p> <p>g. All schemes completed QAF and results collated.</p>	<p>peer assessment to be replaced with ICVA dip sampling.</p> <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • QAF to go ahead in April 2022. • All supportive documents complete including a 'how to' video, FAQ's process maps and amended frameworks. • Two sessions given to schemes to explain the QAF and how it will work. • Decision to launch communicated with schemes via newsletter.
<p>Flexible action (will only occur with Home Office agreement)</p> <p>1.3. Following the results of ICOP, work with the Home Office to review the Code of Practice for Independent Custody Visiting in order to ensure that it remains fit for purpose and delivers effective and efficient independent custody visiting schemes.</p>	<p>Chief Executive Officer</p>	<p>To be agreed</p>	<p><u>Outcome</u> A reviewed and strengthened Code of Practice is in place.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • Review agreed. • Consultation developed and launched. • Consultation closed and responded to. • New Code of Practice in place. 	<p><u>Quarter one update</u> ICVA awaits sign off from the Home Office to take this work forwards formally, however, interim CEO has fed into HO regarding legal basis for consent.</p> <p><u>Quarter two update</u> ICVA has continued to liaise with the Home Office on the above.</p> <p>ICVA liaised with schemes on the legal basis as requested by the Home Office.</p> <p><u>Quarter three update</u></p>

<p>a. Home Office agree to review.</p> <p>b. Work with Home Office to develop and launch consultation.</p> <p>c. Support Home Office to analyse and respond to consultation.</p> <p>d. Support Home Office to develop and agree new Code of Practice.</p>				<p>At the request of the HO, ICVA conducted a consultation for PCC's on ICOP.</p> <p>A follow up survey to determine support for ICOP will be distributed in early January 2022.</p> <p>A similar exercise will also be conducted with Chief Constables in early January 2022.</p> <p>The results of the consultation exercises will be turned into a brief report for the HO to use in their briefings with the policing minister.</p> <p><u>Quarter four update</u></p> <p>The consultation report was sent to the HO for comment and view on next steps.</p> <p>ICVA and the HO discussed the contents of the report, and HO outlined that no revision to the code of practice would be forthcoming and that they would prefer ICVA to draft guidance for forces considering adoption the ICOP model.</p> <p>A series of legal questions that arose from the consultation is now with the HO legal team. ICVA await information on the HO on how to proceed.</p>

<p>Flexible action (will only occur with Home Office agreement)</p> <p>1.4. Alongside the review of the Code of Practice, scope, develop and implement policies and support materials that will enable schemes to implement any revised requirements within the Code of Practice.</p> <ol style="list-style-type: none"> a. Understand new requirements for Code of Practice. b. Consult schemes on materials and policies required. c. Design and deliver materials. 	<p>Chief Operating Officer</p>	<p>To be agreed</p>	<p><u>Outcome</u> Materials are in place to support any revisions to the Code of Practice on Independent Custody Visiting.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • Requirements agreed with Home Office. • Consultation complete. • Materials in place and published. 	<p><u>Quarter one update</u> ICVA awaits sign off from the Home Office.</p> <p><u>Quarter two update</u> ICVA awaits sign off from the Home Office.</p> <p><u>Quarter three update</u> ICVA awaits sign off from the Home Office.</p> <p><u>Quarter four update</u> Possibility of revisions to the code have been ruled out by the HO.</p> <p>Guidance for forces and OPCC's is the preferred option. A series of legal questions that arose from the consultation is now with the HO legal team. ICVA await information on the HO on how to proceed.</p>
<p>1.5. Respond to the recommendations contained in the Criminal Justice Alliance research into race and gender in independent custody visiting.</p>	<p>Chief Executive Officer</p>	<ol style="list-style-type: none"> a. Q2 b. Q3 c. Q4 	<p><u>Outcome</u> Improved monitoring of race and gender issues in police custody. Improved ICV scheme management.</p>	<p><u>Quarter one update</u> On track.</p> <p>Interim CEO continues to work with CJA on completion of the report and ICVA board engagement. Publication set for early Q2 with board meeting in diary to discuss findings and</p>

<p>a. Recommendations considered; Board of Directors agree on how to proceed.</p> <p>b. Action plan in place.</p> <p>c. Actions for 2021/22 implemented / further actions in following business plan.</p>			<p><u>Measures</u></p> <p>a. Board agrees to accepted recommendations.</p> <p>b. Action plan in place.</p> <p>c. Actions implemented.</p>	<p>options to be presented to July board for action plan.</p> <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • Recommendations agreed with CJA. • ICVA board has agreed to an anti-racism action plan, a draft of which will go to the ICVA board in Oct for amendment/approval. • Publication of the report likely to be in late Nov/early Dec due to delays with CJA. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Report launched in Q3 alongside ICVA anti-racism action plan. • Excellent feedback received from stakeholders. • Session in scheme managers conference to engage schemes in action plan and report. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • Annual conference arranged for April 2nd with diverse speakers including Abimbola Johnson in line with anti-racism action plan. • Email signatures amended as per action plan. • Further comms signed off on for Justice Gap for CJA report.
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<p>1.6. Work with the UKNPM in order to implement accepted recommendations from the SPT report on its visit to the UK. This is likely to include:</p> <ul style="list-style-type: none"> • Supporting changes to the legislative footing of the UKNPM. • Ensuring adequate funding and independence are protected. • Increasing partnership working and cohesiveness across the partnership. • Increasing NPM visibility and understanding. 	<p>Chief Operating Officer</p>	<p>Q4</p>	<p><u>Outcome</u> Recommendations for improvement are implemented.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • Legislation in place. • Resourcing and independence strengthened. • New partnership arrangements in place. • Straight to ICV resources for expanding knowledge of the UKNPM. 	<p><u>Quarter one update</u> Delivery scheduled for Q4.</p> <ul style="list-style-type: none"> • Interim CEO composed a blog for the government response to the SPT report with NPM highlighting ICV involvement in the visit and the issue of request culture in particular. <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • ICVA has produced a briefing on ‘request culture’ for schemes and ICVs detailing the SPT report findings. • ICVA composed and disseminated an information briefing for schemes and ICVs on the NPM and OPCAT. • ICVA has been invited to contribute to the strategic review of the NPM and to sit on the NPM steering group. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA undertook an interview to feed into strategic review. • 121 with NPM head and consultant to discuss potential outcomes of review undertaken. • Steering group has been moved to Q4. <p><u>Quarter four update</u></p>
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				<ul style="list-style-type: none"> Steering group complete, NPM will have a period of governance review. ICVA supporting this work with regular catch ups with NPM officer outside of formal meetings. ICVA reviewed Brook House inquiry submission, nothing of note for policing. NPM annual report completed and released.
<p>1.7. ICVA will be an active stakeholder in national projects regarding police custody.</p> <p>ICVA will 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.</p>	Chief Executive	<p>This is an ongoing, strategic role for ICVA, with benchmarks as follows:</p> <ol style="list-style-type: none"> Quarterly, in line with PACE Strategy Group meetings. Ongoing communication complement by bi-annual meetings. 	<p><u>Outcomes</u> Schemes are informed of key issues in custody and empowered to respond.</p> <p><u>Measures</u> Briefings shared with schemes.</p> <p>Independent custody visiting reports used for national work.</p>	<p><u>Quarter one update</u> On track.</p> <ol style="list-style-type: none"> PACE Strategy Group attended. no current inspectorate reports to review due to Covid, will recommence as published. National Custody Forum attended in person, feedback given on anti-rip suits and NPCC custody strategy. Meeting with IOPC in Q1, follow up with one OPCC regarding a section 18 to highlight potential monitoring need. No meeting in Q1. Ministerial board clashed with NPCC conference, papers read and commented on. Work on remote monitoring shared and promoted from other NGO's via blog. Updates on remote monitoring and all other custody issues shared via weekly newsletter.

<p>Notably, ICVA will:</p> <p>a. 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.</p> <p>b. 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.</p> <p>c. Attend and be an active partner in the National Custody Forum in order to ensure that independent custody visiting schemes are</p>		<p>c. Ongoing, in line with project subgroups and National Custody Forum events.</p> <p>d. Quarterly.</p> <p>e. Bi-annual meetings, in line with Ministerial Board on Deaths in Custody.</p> <p>f. In line with Board meetings.</p> <p>g. Ongoing.</p> <p>h. Ongoing.</p>		<p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • JIIP/NPCC PPE guidance shared with schemes. • Neurodiversity briefing delivered. • Request culture briefing tying in to both NPM and inspectorate findings. • Meeting with IOPC held. • Overview for schemes, stakeholders and interested parties reflecting on the HMICFRS/HMIP inspection report into police custody in Cleveland completed. • ICVA has continued to support an academic group applying for funding to undertake a significant piece of research into women in police custody, encompassing studies of intersectionality. This bid awaits response from the funder. • Newsletters have included information from the NPCC, IOPC, House of Commons briefings and more. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Overview for schemes, stakeholders and interested parties reflecting on the HMICFRS/HMIP inspection report into police custody in Kent completed. • Sadly, the research proposal was not successful in attaining funding. Alternative
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<p>aware of, and able to respond to forthcoming national priorities and joint working.</p> <p>d. 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.</p> <p>e. 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.</p> <p>f. Attend the Ministerial Board on Deaths in Custody in order to understand wider trends</p>				<p>funding will be sought and ICVA will continue to support the academic group where possible.</p> <ul style="list-style-type: none"> • Newsletters have included IDAP stats review, the joint inspectorate mental health thematic and more. • Meeting with IOPC held. • PACE Strategy group attended. • Ministerial Board on deaths in custody attended- no actions for ICVA at present. • NPCC Disproportionality group • ICVA Chair wrote letter to NPCC custody lead seeking clarity on objectives of group. • NPCC custody lead replied in letter acknowledging concerns. • Attended group meeting where ICVA was assured that roles and responsibilities would be made clear, and a new Terms of Reference would be disseminated in Q4. • IOPC external stakeholder engagement reference group attended. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • Ministerial Board on deaths in custody attended- no actions for ICVA at present. It is worth noting that the MBDC now have a dedicated Government web page, which can be found at:
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<p>regarding safety in detention</p> <p>g. 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.</p> <p>h. Translate relevant findings into member briefings, guidance, projects and training.</p>				<p>https://www.gov.uk/government/groups/ministerial-board-on-deaths-in-custody</p> <ul style="list-style-type: none"> • NPCC disproportionality group attended. ICVA has been working with the work group on a revised TOR which incorporates ICVA’s concerns about the practicality of embedding the group’s objectives. Discussions are ongoing. • National Custody Forum attended. <ul style="list-style-type: none"> ○ A fifth version of JIPP 5 is being looked at by a QC and will be published imminently. ICVA have fed back thoughts. ○ ICVA informed NPCC that Bidfood, a private food contractor has not been supplying adequate stocks for detainees in several regions. NPCC have investigated and assured that this is a short-term problem. ICVA will continue to monitor. • PACE Strategy Board attended- no actions for ICVA.
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				<ul style="list-style-type: none"> • IOPC external stakeholder engagement reference group attended.
2. Supporting ICV Schemes				
Action	Lead	Deadline	Outcome and measure	
<p>2.1. Deliver support mechanisms that will assist schemes to respond to, recover and rebuild from COVID19.</p> <p>To include:</p> <p>a. Consult scheme managers on required materials, in line with two six monthly plans required in 1.1.</p> <p>b. Design and implement requested resources.</p>	Chief Operating Officer	<p>a. Q1 / Q3</p> <p>b. Q2 / Q4</p>	<p><u>Outcome</u> Members are able to access resources required to respond to, recover and rebuild from COVID19.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • Consultation completed. • Requirements in place. • Resources delivered. 	<p><u>Quarter one update</u> On track</p> <ul style="list-style-type: none"> • Schemes were consulted in terms of needs. • Identified ICVA put in place peer support sessions for returning to visiting, 2 x sessions delivered and shared recordings. • Sharing of NPCC risk and PPE docs to support schemes and ICVs returning to visiting. <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • Further scheme support session offered. • Additional briefings requested by the NEF but not specific to Covid recovery. • Ad hoc support given to schemes on ICV capacity, visiting frequency etc.

				<ul style="list-style-type: none"> On agenda for NEF to consult on scheme requirements for the next six months support. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> No specific requests on theme from October NEF. Ad hoc support continues and traffic on members site is increasing, promoted via newsletters. Scheme networking Christmas sessions delivered. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> Specific request for a traumatic visit briefing, completed and disseminated. Ad hoc support continues, in particular around recruitment as a Covid recovery theme.
2.2. Review and refresh resources, including guidance, checklists and bitesize training materials, in order to ensure that all are updated.	Chief Operating Officer	Two resources to be created / revised each quarter.	<p><u>Outcome</u></p> <p>Revised materials available for ICV schemes, which can be delivered directly to ICVs.</p> <p>Majority of schemes feel supported by ICVA's services.</p>	<p><u>Quarter one update</u></p> <p>On track</p> <p>Schemes consulted via the NEF as to which resources to prioritise</p> <p>Interim CEO has delivered bitesize 'straight to ICV' training on:</p> <ul style="list-style-type: none"> Vulnerability

<p>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.</p>			<p><u>Measure</u> Member survey.</p>	<ul style="list-style-type: none"> • Use of Force <p><u>Quarter two update</u> On track</p> <p>Seconded COO has delivered 'straight to ICV' training on:</p> <ul style="list-style-type: none"> • Equalities and Bias • Mental Health • CYP – The Law • CYP – Diversion and Release <p><u>Quarter three update</u> Annual target exceeded.</p> <p>Officers have delivered the following in Q3:</p> <ul style="list-style-type: none"> • Introduction to Dignity • Women in Custody • Assertiveness <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • A further bitesize has been written/converted: • Dignity in Custody – The Research, sharing Dr Skins updated recommendations.
<p>2.3. Provide members with ongoing ad hoc</p>		<p>Ongoing throughout the year.</p>	<p><u>Outcome</u></p>	<p><u>Quarter one update</u> On track</p>

<p>support and advice as required. Including:</p> <ul style="list-style-type: none"> • Responding to issues raised on the members' forum. • Responding to communications (e.g. telephone calls and emails) • Arranging scheme meetings and catch-ups as required. 	<p>Chief Operating Officer</p>		<p>Majority of schemes feel supported by ICVA's services.</p> <p><u>Measure</u> Member survey.</p>	<ul style="list-style-type: none"> • All ad hoc queries answered in a timely fashion, seeking advice from police sources where required to ensure comprehensive responses provided. • 2 x scheme support sessions delivered. • ICOP specific handover meeting held. <p><u>Quarter two update</u> On track</p> <ul style="list-style-type: none"> • All ad hoc queries answers comprehensively and in a timely manner. • 1 further scheme support session delivered. • Inspection preparation meeting held with scheme. • ICV Resources page launched, all ICV related training and briefings have now been published on ICVA's public website. ICVA has received very positive feedback from schemes on this resource as a support to them. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA now includes direct links to forum posts in the newsletter which appears to have increased engagement. • Ad hoc queries answered in a timely manner and follow up teams meetings offered if of benefit to members.
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				<ul style="list-style-type: none"> • 3 x Christmas catch ups for members delivered with good feedback. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • All ad hoc queries answered in a timely manner, have included detailed questions on strip searching, custody food and recruitment/conflict of interest and more. • Several meetings with new scheme managers held, 'ICVA induction' introducing ICVA and outlining the membership offer.
2.4. Write and distribute a newsletter at least every two working weeks, usually weekly, in order to communicate national work and horizon scanning to schemes	Chief Executive Officer	Ongoing throughout the year.	<p><u>Outcome</u> Schemes feel informed about national work.</p> <p><u>Measure</u> Member survey.</p>	<p><u>Quarter one update</u></p> <ul style="list-style-type: none"> • 12 newsletters delivered quarter including NPCC updates, remote legal advice, member resources and more. <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • 13 newsletters delivered including remote legal advice, inspection reports, member resources, IOPC reports and more. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • 10 newsletters delivered including inspectorate thematic on mental health,

				<p>member resources, inspection reports and more.</p> <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> •
<p><i>Flexible action (may take place online if social distancing rules require)</i></p> <p><i>2.5. Deliver a Scheme Managers' Conference in order to provide continuing professional development on key issues to scheme managers.</i></p>	<p><i>Chief Operating Officer</i></p>	<p><i>Q3</i></p>	<p><u>Outcome</u></p> <p><i>Scheme members feel satisfied that conference has briefed them on important issues, provided professional development and enabled peer support.</i></p> <p><u>Measure</u></p> <p><i>Conference survey.</i></p>	<p><u>Quarter one update</u></p> <ul style="list-style-type: none"> • The interim CEO and Seconded COO will start planning for this event in Q2, taking note of Covid circumstances. <p><u>Quarter two update</u></p> <p>On track</p> <ul style="list-style-type: none"> • An online, free half day conference has been agreed for delivery in Q3. • Schemes have been sent a save the date and planning for speakers is in progress. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Conference delivered online with excellent feedback from schemes. 33 reps in attendance. <p><u>Quarter four update</u></p> <p>Action complete.</p>

<p>2.6. Where possible, attend regional and local events upon request (in person or online) in order to support local schemes and communicate key issues to ICVs.</p>	<p>Chief Executive Officer and Chief Operating Officer</p>	<p>To be completed by the end of Q4.</p>	<p><u>Outcome</u> Members feel more engaged with ICVA. Members feel that ICVA is meeting their regional needs.</p> <p><u>Measure</u> Member survey</p>	<p><u>Quarter one update</u> No requests received in Q1, officers will attend if requested by schemes either in person or remotely circumstances depending.</p> <p><u>Quarter two update</u> No requests received in Q2, officers will attend if requested by schemes either in person or remotely circumstances depending.</p> <p><u>Quarter three update</u> Interim CEO pre-recorded a session for Hampshire ICV conference.</p> <p><u>Quarter four update</u> No requests to attend events during Q4, however requests were received to attend events in Q1&2 of new years. ICVA will attend a Warwickshire ICV event in May, the Scottish ICV conference in May and a meeting with Leicestershire PCC & CEO in June. ICVA anticipates more requests throughout the year.</p>
<p>2.7. Create and deliver one train-the-trainer session in order to</p>	<p>Chief Operating Officer</p>	<p>To be completed by the end of Q4.</p>	<p><u>Outcome</u> Members feel equipped to deliver induction to ICVs.</p>	<p><u>Quarter one update</u> To be delivered later in the year. Members will be consulted as to timelines for delivery in Q2.</p>

<p>empower scheme managers to deliver induction / TACT training to ICVs.</p> <p>NB, further sessions will be run where there is sufficient demand from schemes.</p>			<p><u>Measure</u> Member survey</p>	<p><u>Quarter two update</u></p> <ul style="list-style-type: none"> • Advertised via newsletter and waiting list established. • Demand means that the interim CEO will run two sessions, online, in small groups. • Delivery will take place in Q3. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • 2 train the trainer sessions delivered with 11 attendees, excellent feedback received. <p><u>Quarter four update</u> Action complete.</p>
<p><i>Flexible action (alternative format may be required if social distancing measures require)</i></p> <p><i>2.8. Deliver a National Conference in order to provide professional development for members and volunteers, thank volunteers and provide briefings on key issues in custody to volunteers and members.</i></p>	<p><i>Chief Operating Officer and Chief Executive</i></p>	<p>Q4</p>	<p><u>Outcome</u> <i>Members feel that the conference has delivered professional development. ICVs feel valued by day.</i></p> <p><u>Measure</u> Conference survey</p>	<p><u>Quarter one update</u></p> <p><i>Decision regarding conference to be taken later in the year, Covid depending. Potential to be run online if restrictions in place in Spring 2022.</i></p> <p><u>Quarter two update</u> On track.</p> <ul style="list-style-type: none"> • The ICVA board meeting in October 21 will consider arrangements for the national conference, members have been canvassed as to their preferred method of delivery.

				<p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Decision made for a face-to-face conference, date agreed, and conference venue booked. • Planning in earnest will begin in Q4, mindful of the Omicron situation. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • Conference organised with c130 attendees. • Conference speakers will be recorded to share with those unable to attend face-to-face. • Full agenda including diverse range of speakers with police experience, lived experience of custody and Chair of oversight body for the police racism action plan.
2.9. 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.	<p>One annual meeting by the end of Q3.</p> <p>Additional meetings and communications to take place as required.</p>	<p><u>Outcome</u> TACT schemes feel empowered and informed to manage TACT schemes.</p> <p><u>Measure</u> Meeting taken place. Key issues shared and resolved.</p>	<p><u>Quarter one update</u> On track</p> <ul style="list-style-type: none"> • TACT network meeting held in Q1. • Decision to move meetings to quarterly with review. • Good feedback from schemes and IRTL on meeting format. <p><u>Quarter two update</u></p>

				<p>On track</p> <ul style="list-style-type: none"> • TACT network meeting held in Q2. • Decision to move meetings to every six months. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Meetings have now moved to 6 monthly and therefore no meeting in Q3. Liaison between TACT schemes on resilience in place. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • TACT meeting held in Q4, minutes disseminated, actions complete. • Meetings to remain at six-month intervals.
<p><i>Flexible action (will only occur once HMICFRS / HMIP are publishing inspection reports)</i></p> <p>2.10. Following a published HMICFRS / HMIP inspection report, prepare a bespoke scheme report and recommendations, delivered through a</p>	<p>Chief Executive Officer and Chief Operating Officer</p>	<p>Ongoing throughout the year.</p>	<p><u>Outcome</u> Scheme managers feel supported to fulfil their role.</p> <p><u>Measure</u> Member survey. Module feedback.</p>	<p><u>Quarter one update</u> <i>Awaiting publication of reports, scheme reports will recommence at this point.</i></p> <p><u>Quarter two update</u> Cleveland Inspection report:</p> <ul style="list-style-type: none"> • Overview in newsletter for all scheme learning. • Stakeholder summary completed.

meeting or phone call, in order to support schemes to respond to inspection reports and strengthen their local scheme.				<ul style="list-style-type: none"> • Meeting with scheme to discuss the report in detail complete. • ICVA has offered to undertake a visit to Cleveland in order to support the scheme to improve detainee care. <p><u>Quarter three update</u> Kent Inspection report:</p> <ul style="list-style-type: none"> • Overview in newsletter for all scheme learning. • Stakeholder summary completed. • Meeting with scheme planned for Q4. <p><u>Quarter four update</u> Two more inspection reports released in Q4. For both Warwickshire and Surrey:</p> <ul style="list-style-type: none"> • Overview in newsletter for all scheme learning. • Stakeholder summary completed and disseminated. • Meeting with schemes to discuss the report in detail complete.
3. Representing ICV Schemes				
Action	Lead	Deadline	Outcome and measure	
3.1. Deliver required resources to support newly elected PCCs to	Chief Executive Officer	a. June 2020 b. July 2020 By the end of Q4	<u>Outcome</u> PCCs feel equipped to fulfil their duty to run an	<u>Quarter one update</u> Complete.

<p>deliver their statutory role to provide an independent custody visiting scheme.</p> <ol style="list-style-type: none"> Consult with APCC on what new PCCs require. Design engagement plan. Implement engagement plan. 			<p>independent custody visiting scheme.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> Engagement with APCC complete. Plan designed. Plan implemented. 	<ul style="list-style-type: none"> Consultation with APCC undertaken and complete. Briefings in English and Welsh for PCC candidates delivered. ICVA value report compiled and promoted. Online candidate briefing undertaken. Online briefing for new PCCs undertaken, recorded and disseminated to all OPCCs. <p><u>Quarter two update</u></p> <ul style="list-style-type: none"> Custody lead PCC on ICVA board. Engagement ongoing with a second PCC to join the board. Draft engagement plan for year end to go to Oct board. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> Further engagement with stakeholders to source a second PCC to join the board Virtual briefing arranged for PCCs in February 2022. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> Virtual briefing for PCCs held. Invitation to provide a virtual briefing at APACE accepted and conducted.
			<p><u>Outcome</u></p>	<p><u>Quarter one update</u> On track:</p>

<p>3.2. Represent the views and findings of independent custody visiting scheme when contributing to national discussions and projects relating to police custody.</p> <p>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.</p> <p>Notably, ICVA will:</p> <p>a. 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,</p>	<p>Chief Executive Officer</p>	<p>This is an ongoing, strategic role for ICVA, with benchmarks as follows:</p> <p>a. Quarterly, in line with PACE Strategy Group meetings.</p> <p>b. Ongoing communication complement by bi-annual meetings.</p> <p>c. Ongoing, in line with project subgroups and National Custody Forum events.</p> <p>d. Bi-annual meetings.</p> <p>e. In line with Board meetings.</p> <p>f. At the start of each quarter,</p>	<p>Independent custody visiting findings are used as evidence to inform and drive national projects as relevant.</p> <p><u>Measure</u> Reforms instigated / projects shaped by feedback from ICVs.</p>	<ul style="list-style-type: none"> • ICVA has raised, monitored and contributed to national discussions on the provision of remote legal advice in custody, consulting members and providing a feedback summary to schemes, stakeholders and the public website. • Provided comment on JIIP V3 including process chart for above to inform national position on the removal of children and vulnerable adults from remote legal advice. • Attended the National Custody Forum in person, contributing to national custody discussions. Raised the issue of anti-rip clothing with the NPCC risk subgroup lead including a pre-meet. • Given an overview of potential legal frameworks to allow consent for custody record reviews to the Home Office. • Attended the PACE Strategy Group and NPCC subgroup meetings on NPCC work on disproportionality, guiding the group to establish a model for additional work and raising needs for effective governance. • Q4 stakeholder report composed and published. <p><u>Quarter two update</u> On track:</p>
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<p>contemporary issues in police custody.</p> <p>b. 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.</p> <p>c. 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.</p> <p>d. Share high-level findings with the policing representatives on the Independent</p>		<p>reporting retrospectively.</p>		<ul style="list-style-type: none"> • ICVA has continued to raise concerns and input into changes regarding remote legal advice, the exceptions and monitored solicitor attendance in custody feeding back to stakeholders. • ICVA has attended the NPCC Heads of Custody meeting, learning issues around PECS which have been sent to schemes for monitoring. • ICVA has published a Q1 Stakeholder update commenting positively on the cleanliness of suites and availability of PPE, but noting concerns regarding request culture, wait times for AA's and lack of local authority accommodation for children. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA has continued to input into changes regarding remote legal advice, the exceptions and monitored solicitor attendance in custody feeding back to stakeholders. • ICVA has attended the NPCC Heads of Custody meeting, learning about the contingency measures in place for courts over the Xmas period. • ICVA met the new Deputy Head of Police Powers unit, briefing him on the
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<p>Advisory Board in order to ensure that they are aware of, and able to respond to, contemporary issues in police custody.</p> <p>e. 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.</p> <p>f. 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.</p>				<p>organisation and provided resources outlining how we help hold police forces to account.</p> <ul style="list-style-type: none"> • Approached by the Home Office to deliver a presentation to their staff on the purpose of ICVA and how the organisation operates - presentation to occur in January 2022. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • Delivered Home Office presentation. • ICVA has continued to raise concerns and input into changes regarding remote legal advice, the exceptions and monitored solicitor attendance in custody feeding back to stakeholders. • Shared MBDC developments where relevant and appropriate.
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<p>3.3. Attend National Preventive Mechanism business 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.</p>	<p>Chief Operating Officer</p>	<p>This is an ongoing statutory duty for ICVA with two full business meetings and two policing subgroups annually.</p>	<p><u>Outcome</u> ICVA contributed to NPM work and key issues.</p> <p><u>Measure</u> Independent custody visiting represented in key work by NPM.</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> • NPM policing subgroup meeting arranged for Q2. • NPM business meeting due to be rescheduled. • Interim CEO attended evidence session with CPT ahead of their monitoring visit to the UK in June 2021. • Produced a blog covering the SPT visit, subsequent SPT report to government and government response. • Fed into NPM annual report. • Fed into NPM reports and briefings regarding both SPT and CPT visits. • Consulted ICVA’s Board regarding schedule 7 monitoring and fed back the Board decision to the NPM. <p><u>Quarter two update</u> On track:</p> <ul style="list-style-type: none"> • Request culture briefing to disseminate SPT recommendations to ICVs complete. • NPM and OPCAT briefing completed for ICVs to raise awareness. • NPM policing subgroup chaired by ICVA’s interim CEO. • ICVA’s interim CEO will contribute to the strategic review of the NPM.
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				<ul style="list-style-type: none"> • ICVA’s interim CEO has been invited to sit on the NPM steering group. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA undertook an interview to feed into strategic review. • 121 with NPM head and consultant to discuss potential outcomes of review undertaken. • Steering group has been moved to Q4. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • Steering group complete, NPM will have a period of governance review. • ICVA supporting this work with regular catch ups with NPM officer outside of formal meetings. • ICVA reviewed Brook House inquiry submission, nothing of note for policing. • NPM annual report completed and released.
3.4. Represent members in regular meetings with the Home Office presenting questions, issues or challenges from members, attaining appropriate responses	Chief Executive Officer	Every quarter	<p><u>Outcome</u> Home Office are confident that ICVA are delivering on workplan. Schemes are able to raise issues with Home Office.</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> • ICVA officers have attended all Home Office Operational Partner meetings in Q1, sharing findings from schemes and feeding

<p>and communicating this with members in order to ensure that custody visiting is appropriately represented with the Home Office.</p>			<p><u>Measure</u> Qualitative feedback from the Home Office. Ongoing feedback reports completed. Issues raised with Home Office from schemes.</p>	<p>back wider group member updates with schemes via newsletters.</p> <p><u>Quarter two update</u> On track:</p> <ul style="list-style-type: none"> • ICVA officers have attended all Home Office Operational Partner meetings in Q2, sharing findings from schemes and feeding back wider group member updates with schemes via newsletters. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA officers have attended all Home Office Operational Partner meetings in Q2, sharing findings from schemes and feeding back wider group member updates with schemes via newsletters. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • ICVA officers have attended all Home Office Operational Partner meetings in Q4, sharing findings from schemes and feeding back wider group member updates with schemes via newsletters. <p>Of note, ICVA shared a briefing with Home Office on strip searches of children for wider noting and dissemination.</p>
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				ICVA have liaised with NPCC about the Bidfood issue noted in a previous update. ICVA will continue to monitor the issue, highlighting matters of concern from ICV's and scheme managers.
<p>3.5. 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.</p> <p>a. Maintain ICVA's website.</p> <p>b. Maintain social media channels.</p> <p>c. Engage with media on key issues for independent custody visiting.</p>	Chief Executive Officer and Chief Operating Officer.	Ongoing throughout the year.	<p><u>Outcome</u> Stakeholders and the public are aware of independent custody visiting, ICVA and key issues in police custody.</p> <p><u>Measures</u> Impressions Page view Followers Media engagement</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> • ICVA featured daily content throughout volunteer's week, raising the profile of independent custody visitors. • ICVA has featured guest blogs, reflecting on use of technology during Covid and reshared a blog on transgender awareness during Pride month. • All content is up to date on ICVA's public site and Twitter profiles are active and gaining new followers. <p><u>Quarter two update</u> On track:</p> <ul style="list-style-type: none"> • ICVA maintains two twitter accounts and an Instagram account with consistent followers and engagement. • The ICVA website has been improved to add a specific page for ICV resources. This supports not only our members but also

				<p>gives interested parties' better visibility of ICVA's workstreams and custody issues.</p> <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • ICVA has conducted a guest blog for Avon & Somerset OPCC, reflecting on Black History Month and the anti-racism action plan. • As part of the communications strategy regarding the CJA report publication and the anti-racism action, ICVA has attempted to attract media coverage of its work in this area- at time of writing, unclear whether efforts were successful. <p><u>Quarter four update</u></p> <ul style="list-style-type: none"> • As part of the communications strategy regarding the CJA report publication and the anti-racism action, ICVA has courted media coverage of its work in this area- at time of writing, we have had a joint CJA and ICVA article published and arranged for a podcast on the paper to take place.
4. Internal				
Action	Lead	Deadline	Outcome and measure	
4.1. Meet ICVA's requirements under Companies House and	Company Secretary	Ongoing throughout the year.	<u>Outcome</u>	<p><u>Quarter one update</u></p> <p>On track:</p>

<p>the Home Office grant agreement in order to ensure a well-run organisation.</p>			<p>ICVA is compliant with Companies House requirements.</p> <p><u>Measure</u> Companies House requirements and page up-to-date.</p>	<p>Company secretary is up to date on all Companies House requirements.</p> <p><u>Quarter two update</u> On track: Company secretary is up to date on all Companies House requirements. Financial records have been filed.</p> <p><u>Quarter three update</u> On track: Company secretary is up to date on all Companies House requirements.</p> <p><u>Quarter four update</u> On track: Company secretary is up to date on all Companies House requirements.</p>
<p>4.2. 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.</p>	<p>Board</p>	<p>a. July 2021 b. July 2021</p>	<p><u>Outcome</u> ICVA's Board is resilient to change across the election period delivers robust governance after PCC elections.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> • Awayday takes place. 	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> • ICVA is engaging with new PCCs to establish a reflective Board membership. New PCC Board members will be appointed in July 2021. • Expressions of interest requested and received for Chair and Vice Chair. To be voted upon at AGM.

<p>a. Recruitment to take place for AGM</p> <p>b. Election for Chair and Vice Chair to take place at AGM</p>			<ul style="list-style-type: none"> • Recruitment completed as necessary. • Elections complete. 	<p><u>Quarter two update</u></p> <p>On track:</p> <ul style="list-style-type: none"> • APCC Custody Lead PCC appointed to the ICVA Board. • ICVA continues to engage with PCCs to appoint a second PCC to the ICVA Board. • A paper presenting options for the future Chair of ICVA will be discussed at the October board. <p><u>Quarter three update</u></p> <ul style="list-style-type: none"> • Board decision for Chair to be able to be externally recruited made. • Articles of association amended. • APCC CEO approached and APCC Chair approached about sourcing a second PCC to the ICVA Board. <p><u>Quarter four update</u></p> <p>On track:</p> <ul style="list-style-type: none"> • ICVA's Officers have drafted job adverts and job specifications for board director roles and Chair. • ICVA's Officer have scoped job placements costs and have worked on a recruitment timeline to appoint roles in time for AGM. • APCC approached ICVA with a Conservative PCC group nomination to join ICVA's board. ICVA's officers and Chair
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				agreed that they did not want to progress actioning the recruitment of the nominee and have informed APCC of decision.
4.3. 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 Officer	Q1	<p><u>Outcome</u> ICVA can access advice and resources to apply for external funding and share resources with other relevant bodies.</p> <p><u>Measure</u> Memberships in place.</p>	<p><u>Quarter one update</u> On track:</p> <ul style="list-style-type: none"> • ICVA maintains membership of CJA and NCVO. <p><u>Quarter two update</u> On track:</p> <ul style="list-style-type: none"> • ICVA maintains membership of CJA and NCVO. <p><u>Quarter three update</u> On track:</p> <ul style="list-style-type: none"> • ICVA maintains membership of CJA and NCVO. <p><u>Quarter four update</u> On track:</p> <ul style="list-style-type: none"> • ICVA maintains membership of CJA and NCVO.

Expected income

Grant

Home Office Grant £125,000.00

Subscriptions

PACE Members (£1,000 per scheme, 43 members) £43,000.00

Non-PACE Members (£750 per member, 3 members) £2,250.00

TOTAL PROJECTED INCOME £170,250.00

Expenditure

Staff costs

Salaries and on-costs (pay, employer NIC) CEO £75,000.00

Salaries and on-costs (pay, employer NIC) COO £50,500.00

Mileage and allowances (inc trains, hotels, etc) £3,250.00

Assets and training £1,500.00

Pension (5% of salary allowed) £5,650.00

£135,900.00

Business costs

Communications (bulletins, annual report, publications etc) £500.00

Management Board (APCC buildings, some for travel) £1,250.00

Membership to supporting organisations e.g. the NCVO £400.00

Website (upload & maintenance, news editorial, monitoring and passwords) £3,500.00

Organisational development £5,000.00

£10,650.00

Office costs

Mobile phones £1,000.00

Storage £1,700.00

PO Box £360.00

Postage £250.00

Photocopy / printing £100.00

Stationery £100.00

£3,510.00

Finance costs

Insurance £440.00

Bank charges £250.00

Accountancy advice (payroll, VAT, Xero) £2,400.00

Full audit £3,500.00

£6,590.00

Other costs

Regional engagement £2,000.00

Project Budget £10,600.00

NPM contribution £1,000.00

£13,600.00

TOTAL PROJECTED EXPENDITURE 2021/22	£170,250.00
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2021/22 Budget