

Independent Custody Visiting Association

Business Plan

2023/2024



HOW ICVA INTENDS TO
LEAD, SUPPORT AND
REPRESENT IN THE
UPCOMING YEAR

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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. Independent custody visiting plays a vital role in ensuring that police custody meets the needs of detainees, society and the police.

Independent custody visiting also fulfils one of the UK's international duties under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment ([known as OPCAT](#)). This protocol recognises that people who are deprived of their liberty are particularly vulnerable to ill-treatment. It requires regular, independent visits to places of detention to speak to detainees, examine conditions and make recommendations to improve conditions and prevent future harm. Independent custody visiting provides an internationally required safeguard that ensures detention is safe.

ICVA and PCCs/Mayors and other policing bodies

ICVA's members comprise 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 as indicated above. 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 (for England and Wales, Scotland and Northern Ireland represent themselves in this sphere). In doing so, ICVA provides up-to-date reporting on the conditions of police custody and works to ensure that UK policing retains transparency and accountability.

Independent custody visiting schemes

ICVA has 45 members who run independent custody visiting schemes across the UK. 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.

ICVA maintains ongoing dialogue with schemes. Each policing region or country (in the case of Scotland and Northern Ireland) has a regional representative who is a member of ICVA's National Expert Forum. This forum shares practice, requests resources and drives ICVA's work. ICVA complements this engagement with ongoing requests for feedback, surveys and informal meetings where we can speak directly to scheme managers.

Schemes have returned to business as usual in 2022/2023 after the pandemic but with some additional challenges. Many schemes have reported the need for significant recruitment exercises due to changes in ICVs over Covid-19. This has also resulted in schemes needing to run more induction training; stretching their often already limited time. Many schemes have seen changes in staffing, which presents a further challenge in terms of continuity, effective support for the volunteers and ongoing good governance arrangements for schemes.

Looking forward to 2023/24, ICVA needs to support new scheme managers, new ICVs and their offices to ensure that excellent quality oversight is being delivered and this business plan reflects this identified membership need.

PCC elections will also take place in May 2024, and ICVA will work on providing resources for the election candidates to promote and share awareness of the statutory duty, share successes, and engage candidates in the work of ICVA.

What's New for 2023/24?

We at ICVA want to make three clear commitments for 2023/24. ICVA holds its membership at the core of all activity and wants to ensure that that our commitments are for our membership to be clear on their priority to the organisation.

In 2023/2024, ICVA will:

1. **Deliver an excellent service on the basics** – Our PCC and policing body members have told us where they need further support, and we will deliver it to ensure that independent custody visiting schemes are consistently strong, stable and delivering on their statutory duties.
2. **Continue to deliver best value** – We will not raise our subscriptions for members in 2023/2024 ensuring we continue delivering excellent value for PCC and policing body members.
3. **Celebrate and share successes** – ICVA commits to sharing the successes of member PCC and policing body schemes and continuing to raise the profile of independent custody visiting nationally.

National Preventive Mechanism (NPM)

ICVA is a member of the National Preventive Mechanism (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.

ICVA’s Chief Executive Officer sits on the steering group of the UKNPM to help shape the work of the NPM as a whole but also ensure that smaller, volunteer monitor organisations are effectively represented, as is police custody. ICVA will continue to shape and support this work in 23/24 and we hope to share the good work achieved to positively influence detainee treatment in police custody across other detention settings domestically and potentially internationally via the NPM.

Further information can be found on the [UKNPM website](#).

ICVA’s Vision, Mission and Values

Vision

Detainees are treated fairly, with dignity and free from ill-treatment.

Mission

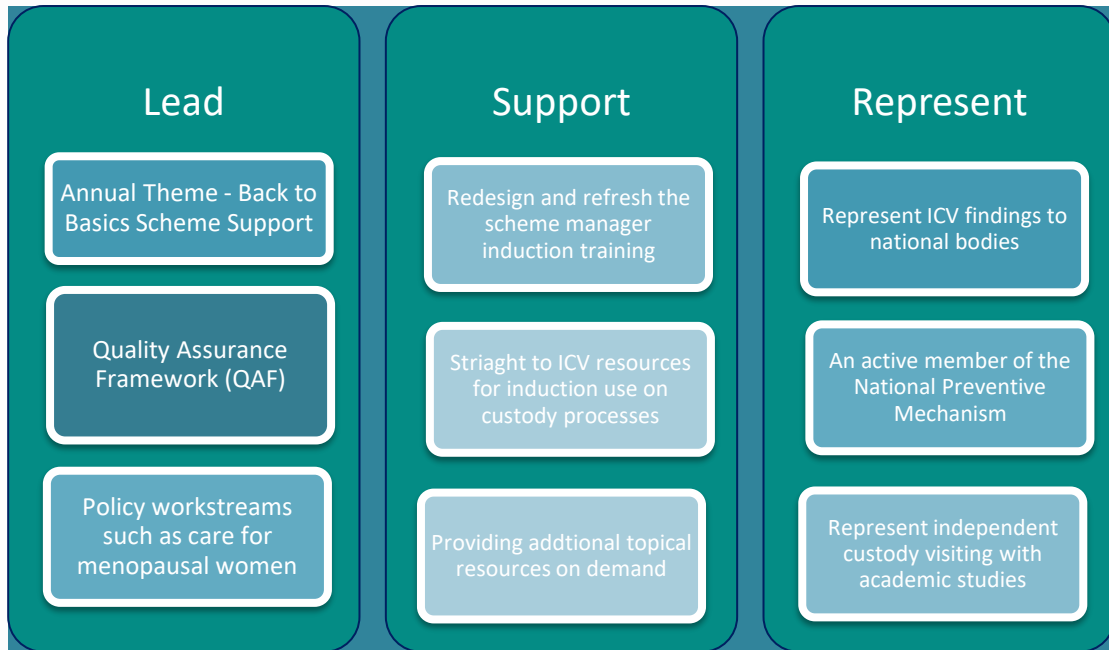
Leads, supports and represents Independent Custody Visiting schemes to be effective, ensure the welfare of detainees and to deliver oversight of police custody.

Values

INDEPENDENCE – Without bias, impartial.
 HUMAN RIGHTS – Promotes and protects.
 RESPECT – Championing equality and diversity, dignity.
 IMPACT – Committed to real change.
 PARTNERSHIP – Working collaboratively to prevent ill treatment.

Priorities

ICVA delivers priorities that are developed and consulted on with our members. Our priorities for 2023/24 are:



Lead – Annual Theme – Back to Basics

ICVA will lead schemes through a refresh of the basics of custody visiting, including producing materials, but also providing a clear focus on the fundamentals of the monitoring role itself, the Code of Practice for custody visiting and related laws and guidance.

Lead - QAF2

The Quality Assurance Framework 2 window will close at the end of September 2023. Prior to this, ICVA will continue to support schemes to achieve their indicated QAF level. Once schemes have completed the QAF, ICVA will undertake a number of activities to ensure quality of assessments by dip sampling, lead the communications of award winners, to arrange an awards ceremony and so on. By continuing to lead this initiative, ICVA will allow schemes to celebrate their successes, encourage benchmarking across schemes and ultimately raise awareness of independent custody visiting.

Lead – Policy workstreams

ICVA will continue to develop policy workstreams to lead not only schemes but policing in areas requiring improvement to detainee dignity, wellbeing and rights such as the use of anti-rip clothing in custody. ICVA will continue to lead pilot work in this area in addition to work on menopause and police custody. ICVA will regularly review scheme reports to identify further policy areas requiring national oversight/lobbying as they arise.

Support – Back to Basics – Scheme Manager Induction

ICVA has an established library of resources for ICV published on our public site. In 2023/24, ICVA will develop a suite of resources specifically for new scheme managers, this will include videos, briefings and more to be published on the members website for new scheme managers to help them adapt swiftly to their new role.

Support – Back to Basics – ICV Training

ICVA will review the current induction training for ICVs. Currently, there are manuals for induction for scheme managers to deliver, but these have not been reviewed since 2018 in full, and therefore require scrutiny. ICVA will seek to examine where we can include more online resources to support time poor scheme managers such as video resources regarding the history of custody visiting, custody processes and so on.

Support – straight to ICV resources

ICVA will continue to accept requests from schemes for additional 'straight to ICV' resources for publication on our site. These requests are proactively sought via the National Expert Forum (NEF).

Represent – sharing ICV findings with national bodies

ICVs visit custody regularly 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.

Where issues are reported, ICVA will ensure that they are followed up to establish scale and raised with the appropriate stakeholders for awareness/action. This will then be fed back to schemes.

Represent – an active member of the UKNPM

ICVA will play an active role in the UKNPM. ICVA will continue to sit on the steering group of the UKNPM which will have its first business meeting in two years in April 23. The UKNPM has been undertaking a strategic review and the ICVA CEO will continue to support this review as the constitution is agreed, a new Head of Service appointed and work on NPM visibility begins. The work on NPM visibility has arisen from the SPT report and visit in 2019, and ICVA will ensure that this work is communicated back to ICVs to make them aware of their vital place in international human rights monitoring frameworks.

Represent – academic studies

ICVA is currently engaging with a new piece of academic research. The research is funded specifically to develop a model for regulating criminal justice detention to improve health and wellbeing, identifying best practice. ICVA will support this research with regard to police detention.

Ongoing, valued membership benefits

ICVA delivers a number of services which members have fed back are valued, that it will continue to provide across 2023/24. This includes:

- Delivering a regular newsletter updating schemes in any national changes, lessons learned, best practice and guidance available to them.
- Delivering an online scheme managers' conference to provide ongoing professional development for scheme managers.
- Delivering a national conference to provide ongoing development for ICVs.
- As inspections of custody recur, providing bespoke services to schemes to help them take part in and respond to His Majesty's Inspectorate of Custody, Fire and Rescue Services (HMICFRS) inspections of custody suites.
- 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 Police Chiefs Council National Custody Forum and within other stakeholder groups.
- Engaging with academics to support work on improving police custody.
- Providing 'train the trainer' sessions to assist with confidence and skill sets of scheme managers.
- Online support and engagement through the members' library and forum.

Internal priorities

ICVA's Board of Directors conducts regular work to stay fit for purpose. In 2023/24, the Board will work towards ensuring that there is a substantive Chair and Vice Chair. The board will also continue to ensure that there are sufficient member directors and that the diversity of the board both in terms of demographics and skill sets remains a key driver for any future recruitment activities.

Budget and resources

ICVA expects a budget of £176,250 comprising of £110,000 Home Office grant and £44,250 from its members via subscriptions (based on 45 members). This figure also includes a £10,000 transfer to budget from ICVA's cash flow for the cost of the ICVA intern role (transferred into 23/24 due to delays with recruitment). ICVA's projected spend is £176,250. ICVA's budget is included later in this document.

For the previous two fiscal years, ICVA has received an additional £15,000 in grant monies from the Home Office, but this will not be confirmed prior to the sign off of the budget and business plan. Therefore, activities and budgets are predicated on the standard annual grant amount of £110,000. There have been no indications of a reduction in funding, and none are currently expected.

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

1. Leading ICV Schemes			
Action	Lead	Deadline	Outcome and measure
<p>1.1 Develop a plan for a year-long thematic on a theme of ‘back to basics.’ The plan should include:</p> <ul style="list-style-type: none"> • Scheme feedback, and • National research. 	Chief Executive Officer/ICVA Officers	End of April 2023	<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>1.2 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> <ol style="list-style-type: none"> a. Continuing engagement and support given to schemes for QAF2. b. Assessing all platinum scheme applications. c. Overseeing the completion of QAF assessments. d. Dip sampling of silver and gold schemes undertaken. e. Awards ceremony organised and delivered. 	Chief Executive Officer/ICVA Officers	<ol style="list-style-type: none"> a. Q1, Q2 b. Q1, Q2 c. Q1, Q2 d. Q3 e. Q3/4 tbc 	<p><u>Outcome</u> ICV schemes can demonstrate that they meet statutory requirements and are rewarded for additional successes.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • QAF completed by member schemes. • Platinum schemes assessed as compliant with award.

			<ul style="list-style-type: none"> • Ad hoc queries answered, new scheme managers informed and engaged. • Dip sampling complete. • Awards ceremony delivered, schemes report positively in engagement.
<p>1.3 Design and deliver support materials regarding scrutiny panels as agreed with the APCC and NPCC.</p> <p>a. Terms of Reference interpreted and disseminated to schemes once agreed.</p> <p>b. Further workstreams to support scrutiny panel work to be determined as project develops.</p>	Chief Executive Officer/Emily Spurrell	<p>a. Q1</p> <p>b. Ongoing, to be determined with Emily Spurrell, dependent on demand and officer capacity.</p>	<p><u>Outcome</u> Members feel appropriately informed of national work regarding scrutiny panels and understand proposed remit.</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • Schemes are aware of scrutiny panels and ICV roles within them. • Training support given to ICV attending panels.
<p>1.4 Work with the UKNPM in order to deliver OPCAT objectives and assist the NPM in becoming stable. This is likely to include:</p> <ul style="list-style-type: none"> • Supporting changes to the governance of the UKNPM. • Ensuring adequate funding and independence are protected. • Increasing collaborative working and cohesiveness across the partnership. • Increasing NPM visibility and understanding. 	Chief Executive Officer	Throughout year	<p><u>Outcome</u> Recommendations for improvement are implemented.</p>

			<u>Measures</u> <ul style="list-style-type: none"> • Resourcing and independence strengthened. • New partnership arrangements in place including rotating Chair. • Straight to ICV resources for expanding knowledge of the UKNPM.
<p>1.5 Work with the NPM to share independent custody visiting scheme findings across detention types and potentially with international partners.</p>	Chief Executive Officer	Through year as cross cutting themes occur	<u>Outcome</u> ICVA and scheme workstreams influence all detention types. <u>Measures</u> <ul style="list-style-type: none"> • Stakeholder survey to be produced at the same time as membership survey in Autumn 2023.
<p>1.6 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 Officer	This is an ongoing, strategic role for ICVA, with benchmarks as follows:	<u>Outcomes</u> Schemes are informed of key issues in custody and empowered to respond. <u>Measures</u> <ul style="list-style-type: none"> • Briefings shared with schemes.

<p>Notably, ICVA will:</p> <ol style="list-style-type: none"> 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. b. Regularly discuss methodology and expectations and share information and findings with HMICFRS ensuring that all three organisations are working as effectively as possible. c. 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. 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. 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. f. Attend the Ministerial Board on Deaths in Custody in order to understand wider trends regarding safety in detention. 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. h. Translate relevant findings into member briefings, guidance, projects and training. 		<ol style="list-style-type: none"> a. Quarterly, in line with PACE Strategy Group meetings. b. Ongoing communication complemented by bi-annual meetings. c. Ongoing, in line with project subgroups and National Custody Forum events. d. Quarterly. e. Bi-annual meetings, in line with Ministerial Board on Deaths in Custody. f. In line with Board meetings. g. Ongoing. h. Ongoing. 	<ul style="list-style-type: none"> • Independent custody visiting reports used for national work.
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2. Supporting ICV Schemes

Action	Lead	Deadline	Outcome and measure
<p>2.1 Refresh and redesign the ICVA ICV induction package.</p> <p>To include:</p> <ul style="list-style-type: none"> a. Consult scheme managers on required materials and produce a delivery plan as required in 1.1, likely to include 'back to basics' and custody process resources. b. Design and implement requested resources. 	Chief Executive Officer/ICVA Officers	a. No less than one new resource per quarter.	<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>2.2 Review and refresh the ICVA scheme manager induction training.</p> <p>To include:</p> <ul style="list-style-type: none"> a. New video resources. b. An overview of ICVA and what support scheme managers can get. c. Some exercises to help them get to know their scheme and legal duties. 	Chief Executive Officer/ICVA Officers	Q2 delivery of new package.	<p><u>Outcome</u> 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>Measure</u></p> <ul style="list-style-type: none"> • Member survey.
<p>2.3 Provide members with ongoing ad hoc support and advice as required. Including:</p>	Chief Executive Officer/ICVA Officers	Ongoing throughout the year.	<p><u>Outcome</u> Majority of schemes feel supported by ICVA's services.</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. • Compiling additional briefings or training where requested/capacity allows. 			<u>Measure</u> <ul style="list-style-type: none"> • Member survey.
<p>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.</p>	<p>Chief Executive Officer/ICVA Officers</p>	<p>Ongoing throughout the year.</p>	<u>Outcome</u> <p>Schemes feel informed about national work.</p> <u>Measure</u> <ul style="list-style-type: none"> • Member survey.
<p>2.5 Deliver a Scheme Managers' Conference in order to provide continuing professional development on key issues to scheme managers.</p>	<p>Chief Executive Officer/ICVA Officers</p>	<p>Q3</p>	<u>Outcome</u> <p>Scheme members feel satisfied that conference has briefed them on important issues, provided professional development and enabled peer support.</p> <u>Measure</u> <ul style="list-style-type: none"> • Conference survey.
<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/ICVA Officers</p>	<p>To be completed by the end of Q4.</p>	<u>Outcome</u> <p>Members feel more engaged with ICVA.</p>

			<p>Members feel that ICVA is meeting their regional needs.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> • Member survey.
<p>2.7 Create and deliver one 'train the trainer' session in order to 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>Chief Executive Officer/ICVA Officers</p>	<p>To be completed by the end of Q4.</p>	<p><u>Outcome</u></p> <p>Members feel equipped to deliver induction to ICVs.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> • Member survey.
<p>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. In line with ICVA's embedded anti-racism policy, speakers will be from a range of diverse backgrounds.</p>	<p>Chief Executive Officer/ICVA Officers</p>	<p>Q1 for delivery of conference.</p> <p>Q3/4 for planning of following year.</p>	<p><u>Outcome</u></p> <p>Members feel that the conference has delivered professional development. ICVs feel valued by day.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> • Conference survey.
<p>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.</p>	<p>Chief Executive Officer/ICVA Officers</p>	<p>6 Monthly meetings, usually Autumn/Spring.</p>	<p><u>Outcome</u></p> <p>TACT schemes feel empowered and informed to manage TACT schemes.</p>

			<u>Measures</u> <ul style="list-style-type: none"> • Meeting taken place. • Key issues shared and resolved.
2.10 Following a published HMICFRS inspection report, prepare a bespoke scheme report and recommendations, delivered through a meeting or phone call, in order to support schemes to respond to inspection reports and strengthen their local scheme.	Chief Executive Officer/ICVA Officers	Ongoing throughout the year.	<u>Outcome</u> Scheme managers feel supported to fulfil their role. <u>Measures</u> <ul style="list-style-type: none"> • Member survey. • Module feedback.

3. Representing ICV Schemes

Action	Lead	Deadline	Outcome and measure
<p>3.1 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, contemporary issues in police custody.</p>	Chief Executive Officer	<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>	<u>Outcome</u> Independent custody visiting findings are used as evidence to inform and drive national projects as relevant. <u>Measures</u> <ul style="list-style-type: none"> • Reforms instigated/projects shaped by feedback from ICVs. • Stakeholder feedback survey in Autumn 2023.

<ul style="list-style-type: none"> b. Share ICV findings with HMICFRS in order to ensure that both organisations are sharing information that allows effectively partnership meeting and monitoring and reporting on similar issues. 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. d. 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. 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. 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. 		<ul style="list-style-type: none"> b. Ongoing communication complement by bi-annual meetings. c. Ongoing, in line with project subgroups and National Custody Forum events. d. Bi-annual meetings. e. In line with Board meetings. f. At the start of each quarter, reporting retrospectively. 	
<p>3.2 Attend National Preventive Mechanism business meetings and steering group meetings in order to represent the views and experiences of custody visiting and to communicate key issues back to members.</p>	<p>Chief Executive Officer</p>	<p>This is an ongoing commitment for ICVA, frequency to be determined by the UKNPM.</p>	<p><u>Outcome</u> ICVA contributed to NPM work and key issues.</p>

<p>Where appropriate, share the findings of independent custody schemes with NPM members for cross detention types and potentially international partner learning.</p>			<p><u>Measures</u></p> <ul style="list-style-type: none"> • Independent custody visiting represented in key work by NPM. • Independent custody visiting work is shared with domestic and international partners via the NPM.
<p>3.3 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.</p>	<p>Chief Executive Officer</p>	<p>Fortnightly (ongoing frequency to be determined by the Home Office).</p>	<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>Measures</u></p> <ul style="list-style-type: none"> • Qualitative feedback from the Home Office. • Ongoing feedback reports completed. • Issues raised with Home Office from schemes.
<p>3.4 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>All ICVA Officers</p>	<p>Ongoing throughout the year.</p>	<p><u>Outcome</u> Stakeholders and the public are aware of independent custody visiting, ICVA and key issues in police custody.</p>

<ul style="list-style-type: none"> a. Maintain ICVA's website. b. Maintain social media channels. c. Engage with media on key issues for independent custody visiting. 			<u>Measures</u> <ul style="list-style-type: none"> • Quarterly summaries published. • Media/newsletter engagement. • Feedback survey.
<p>3.5 Develop and deliver communications that explain and promote the role of independent custody visiting to ensure that PCC candidates for election in May 2024 are aware of their statutory duties, ICVA's role and the benefits of the system.</p>	Chief Executive	By end of Q4.	<u>Outcome</u> PCC candidates aware of independent custody visiting role and duties. <u>Measures</u> <ul style="list-style-type: none"> • Impressions, engagement and contacts with candidates. • Proportion of schemes using ICVA products for candidate briefings.
<p>3.6 Represent and promote schemes within the networks in which they work including PCC networks, other authorities and the Chief Executive network. We will celebrate and promote the success of schemes through awarding achievement under the Quality Assurance Framework.</p>	Chief Executive	Ongoing throughout the year.	<u>Outcome</u> Stakeholders are aware of custody visiting and value it. <u>Measure</u> <ul style="list-style-type: none"> • Number of engagements completed.
<p>3.7 Work collaboratively with partners such as the APCC to ensure that projects celebrate and raise awareness of the work of</p>	Chief Executive Officer	Ongoing throughout the year.	<u>Outcome</u>

<p>PCCs and other policing bodies during occasions such as volunteer's week.</p>			<p>PCCs are regularly sighted on good practice arising from schemes outside of their area and ICVA/PCC comms are more closely aligned to improve reach.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> Members satisfaction survey at year end should include a specific question for PCC feedback to provide a benchmark for future measuring.
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4. Internal

Action	Lead	Deadline	Outcome and measure
<p>4.1 Meet ICVA's requirements under Companies House and the Home Office grant agreement to ensure a well-run organisation.</p>	<p>Company Secretary</p>	<p>Ongoing throughout the year.</p>	<p><u>Outcome</u> ICVA is compliant with Companies House requirements.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> Companies House requirements and page up-to-date.

<p>4.2 Ensure that ICVA has a substantive Chair and Vice Chair throughout the year.</p> <p>a. Recruitment to take place for Chair/Vice Chair as determined by the board.</p>	<p>Board</p>	<p>a. April 2023</p>	<p><u>Outcome</u> ICVA's Board is resilient.</p> <p><u>Measure</u></p> <ul style="list-style-type: none"> • ICVA has appropriate board governance in place.
<p>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.</p>	<p>Chief Executive Officer</p>	<p>b. Q1</p>	<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></p> <ul style="list-style-type: none"> • Memberships in place.

Budget 2023/2024

Expected income	
Grant	
Home Office Grant	£125,000.00
Agreed transfer from ICVA Cash Flow	£10,000.00
Subscriptions	
PACE Members (£1,000 per scheme, 42 members)	£43,000.00
Non-PACE Members (£750 per member, 3 members)	£2,250.00
ICV National Conference	£11,000.00
TOTAL PROJECTED INCOME	£191,250.00
Expenditure	
Staff costs	
Salaries and on-costs (pay, employer NIC) CEO	£77,000.00
Salaries and on-costs (pay, employer NIC) COO	£52,000.00
Intern cost 12 months	£20,000.00
Mileage and allowances (inc trains, hotels, etc)	£3,000.00
Assets and training	£2,000.00
Pension (5% of salary allowed)	£5,800.00
	£159,800.00
Business costs	
Communications (bulletins, annual report, translations etc)	£500.00
Management Board (travel, room rental)	£2,000.00
Membership to supporting organisations e.g. NCVO	£350.00
Website (upload & maintenance)	£1,500.00
	£4,350.00
Conference Costs	
Conference Costs	£11,000.00
	£11,000.00
Office costs	
Mobile phones	£1,100.00
Storage	£900.00
PO Box	£360.00
Postage	£40.00
Emails/Teams etc.	£500.00
DropBox	£450.00
Loom	£100.00
Stationery	£100.00
	£3,550.00
Finance costs	
Insurance	£700.00
Bank charges	£200.00
Accountancy advice (payroll, VAT, Xero)	£3,200.00
Full audit	£0.00
	£4,100.00
Other costs	
Regional engagement	£2,450.00
Project Budget	£5,000.00
NPM contribution	£1,000.00
	£8,450.00
TOTAL PROJECTED EXPENDITURE 2023/2024	£191,250.00