

DIGITAL
TRANSFORMATION
STRATEGY





EXECUTIVE SUMMARY

This strategy outlines ICVA's plan to enhance its support for Independent Custody Visiting (ICV) schemes. The strategy focuses on three main goals including improving access to training and monitoring for volunteers in the short term and capturing national data to influence policy decisions in the long term.

Key initiatives include updating the members' website, developing a digital training platform, enhancing data gathering through a national app and fostering partnerships. The strategy also includes a comprehensive fundraising plan, a financial plan, and risk management measures to ensure successful implementation and continuous improvement.

Overview

ICVA is a not-for-profit membership organisation providing support, leadership, and representation to Independent Custody Visiting schemes to ensure the welfare of detainees and oversight of police custody. ICVA works alongside Police and Crime Commissioners, however, remains independent with a key focus on the visitation process whereby local volunteers make unannounced visits to police custody suites to check on the rights, entitlements, wellbeing, and dignity of individuals being detained.

As a membership organisation, ICVA provides a forum and community for scheme managers to seek peer support and guidance within their work. Through this work ICVA acts as a communication vessel between schemes and national bodies, such as the National Preventive Mechanism, College of Policing, and National Police Chiefs Council to help highlight and explore thematic issues and work towards developing training, guidance, and policy change in the work towards ensuring the dignity and welfare of those being detained in police custody.

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

SWOT Analysis of Independent Custody Visiting

The following SWOT analysis seeks to provide a comprehensive overview of the current state of Independent Custody Visiting. By examining its strengths, weaknesses, opportunities, and threats, we aim to highlight the key factors that influence the effectiveness and sustainability of ICV monitoring. This in turn, allows us to consider the added value that digital transformation can bring, whilst analysing some of the issues that could impact the delivery and/or success of the strategy.





What we want to achieve

Through regular consultation with members, ICVA has highlighted key areas of focus for the Digital Transformation Strategy that will support the work being completed towards ICVA's Vision and Mission.

In the short-term, ICVA has wishes to increase membership satisfaction and user experience to maintain membership retention. This will be achieved by commissioning an update of the membership website to improve the functionality in line with the wants and needs of ICVA members, as well as improve insight tools to support ICVA in identifying national themes and trends in the work being completed in police custody monitoring.

Another goal that ICVA has for the Digital Transformation Strategy is to provide greater access to training and monitoring for members and ICVs. This will ensure ICVs are better equipped with the tools and knowledge they need to effectively complete their monitoring visits and increase their confidence in challenging areas of concern. In turn, this will provide an appropriate tool to support the effective oversight of this work by scheme managers.

In the long-term, an additional goal identified by ICVA as part of the Digital Transformation Strategy is to better capture national data to influence policy decision. This will ensure a more streamlined solution to the monitoring process that will allow thematic issues to be identified more effectively, as well as work towards an increase in consistency of the monitoring process on a national level. This will provide a clearer understanding of the needs of detainees within a police custody setting that will support ICVAs work to influence policy decision and ensure that detainees are treated fairly, with dignity, and free from ill treatment.

How we will achieve it

ICVA will focus on 4 priority areas to achieve the goals identified above. These priority areas are as follows:

- **Members Website Update:** ICVA will commit to updating the current members website to increase user satisfaction and maintain membership retention. The website refresh will be directed by the members to ensure the updates are in line with their needs, such as more sophisticated search functionality. In addition, ICVA will ensure that the updated website provides analytics to support with capturing national data and trends with regards to user engagement.
- **Digital Training Platform Development:** ICVA will collaborate with tech companies to develop a user-friendly digital platform for independent custody visitors. This e-learning platform will include interactive modules, videos, and quizzes to enhance engagement and the learning experience. Additionally, ICVA will ensure the platform is accessible and compatible with multiple devices and internet connections.
- **Enhanced Data Gathering and Reporting:** ICVA will produce a national digital visiting tool for volunteers in the form of an app, that will eliminate the need for paper monitoring forms and allow consistency across suites. This tool will implement real-time reporting capabilities to provide timely insight into custody conditions. ICVA will also ensure that the tool is able to develop standardised reporting templates to ensure consistency and comparability of data, with the ability to collate national data as well as localised data. This will allow ICVA to identify gaps and thematic issues and ensure the work completed remains up to date with emerging policies and supports ICVAs vision and mission, ensuring detainees are treated fairly, with dignity, and free from ill treatment.
- **Partnership and Collaboration Strategies:** ICVA will collaborate with tech companies and other organizations to support the development and implementation of the digital transformation initiatives identified. Additionally, ICVA will seek suitable funding streams and in-kind support for project activities and delivery of digital resources. Throughout the progression of the digital transformation strategy, ICVA will continue to engage with government bodies and policy makers to advocate for the importance of digital transformation in improving custody conditions, to ensure support and buy-in across schemes for the resources to be utilised by ICVs

Fundraising Strategy

To equip ICVA with the resources needed to deliver on the Digital Transformation Strategy, two distinct funding streams require consideration. The funding streams identified are as follows:

- **Membership Costs:** ICVA will consult with members to raise the cost of membership, which would provide appropriate funds to develop an e-learning platform through a subscription-based model. This funding stream will ensure longevity of the e-learning platform, as a raise in membership fee will cover the cost of renewal on a yearly basis, as well as secure buy-in from members for the utilisation of the platform. ICVA will continue to engage regularly with members to secure ongoing support and ensure value of investment.
- **Grant Funding:** ICVA will initially apply for a grant to cover the cost of a sophisticated app for ICVs to use in their monitoring that will allow national data to be collected, allowing for the localisation of data. Grant funding will also be sought to commission digital expertise to assist with the planning and build, contribute toward staff time to develop the workstream and consult with members, and consider both data analysis and policy work once the product is live.

Throughout the funding process, ICVA will seek in-kind support from tech companies for software development and implementation linked to member organisations. ICVA will further explore partnership opportunities with other organisations working on similar initiatives to leverage resources and expertise.



Financial Plan

Revenue streams

- Grants from government bodies, foundations, and charitable trusts
- Member support
- Exploring partnership opportunities for funding.
- Seek in-kind support from tech companies for software development and implementation
- Existing funding

Members website budget (fully funded)	
Project development	£1600 (8 days) *
Website build	£10,000 *
Plug-ins	£360 *
Hosting	£360 *
Training for scheme managers	£330 (2 days) *
Ongoing support	£825 (5 days) *
Data insight and analysis	£330 (2 days) *
Admin and management	£1000 (5 days) *
TOTAL	£14,805
* Funded by ICVA	£14,805
To be funded externally	£0

E-learning platform budget	
Project development	£1600 (8 days) *
Annual license fee	£2255
Cost for up to 12000 training sessions	£19,850
Training for staff and volunteers	£825 (5 days) *
Member support	£1650 (10 days) *
Data insight and analysis	£356 (2 days) *
Admin and management	£1000 (5 days) *
Training design and development	£8250 (50 days) *
TOTAL	£35,786
* Funded by ICVA	£13,681
To be funded externally	£22,105

ICVA App budget	
Year 1 (research and development)	
Project development	£1600 (8 days) *
Year 2	
App development and build	Pricing TBC in Year 1 Project Development
Annual fees (e.g. license and App Store)	Pricing TBC in Year 1 Project Development
Advanced security costs	Pricing TBC in Year 1 Project Development
Training for staff and volunteers	Pricing TBC in Year 1 Project Development
Admin and management	Pricing TBC in Year 1 Project Development
TOTAL	TBC - Pricing confirmed before end of Year 1

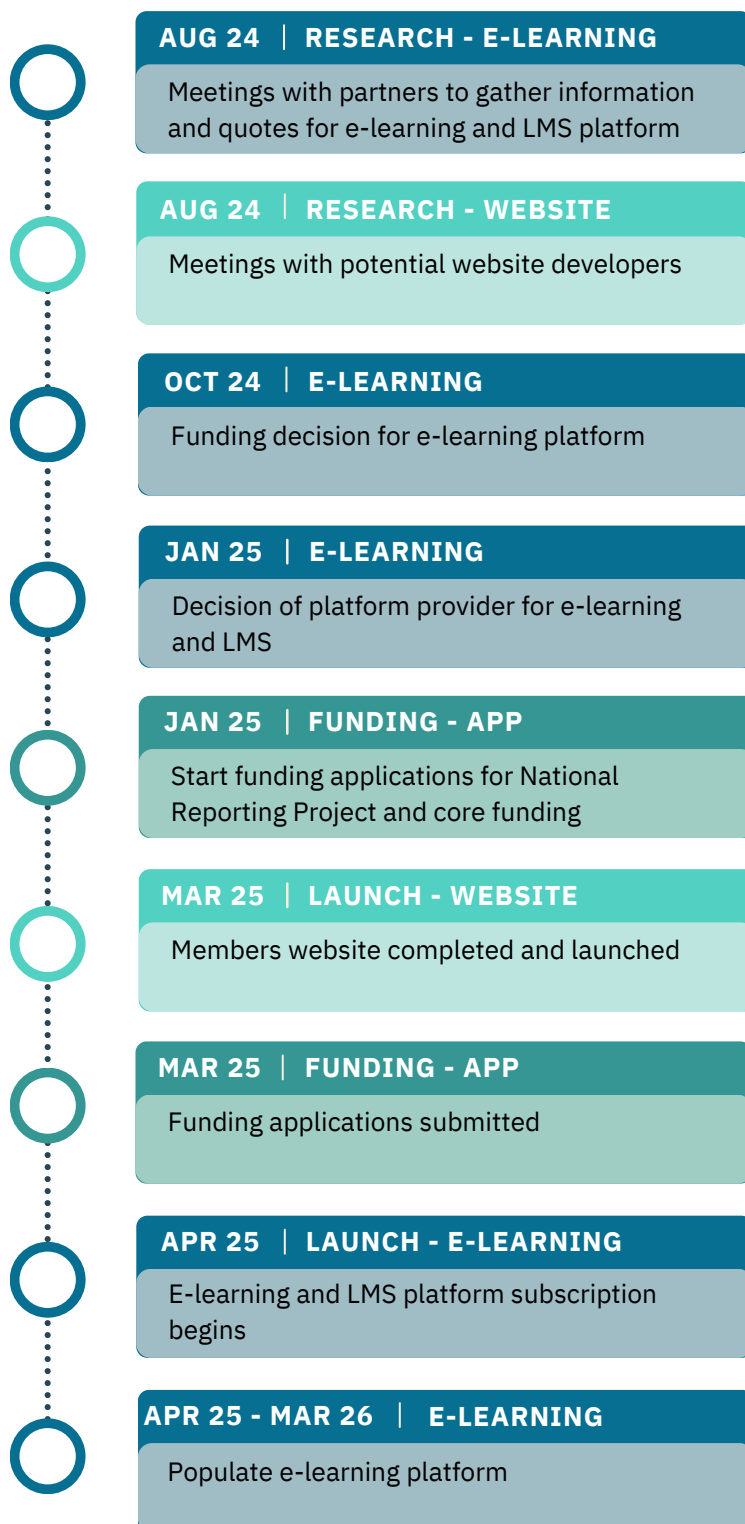
Research on costings for the ICVA App will take place as a matter of priority during Year 1 and the strategy will be updated with full costings in due course.

Risk Management Plan

CONCERN	RISK	MITIGATION
Cultural Resistance	There may be resistance to the cultural shift towards digitalisation within the membership, affecting morale and project success.	Foster a culture of innovation and inclusivity by involving all stakeholders in the process and highlighting the benefits of digital transformation.
Technical Challenges	Technical challenges in developing and implementing the digital training platform.	Conduct thorough testing and piloting of the digital training platform before full implementation.
Financial Concerns	Funding uncertainty for project activities.	Diversify funding sources and develop contingency plans for funding shortfalls.
Data Privacy Concerns	The collection, storage, and processing of sensitive detainee data could lead to breaches of privacy if not properly managed.	Implement robust data encryption, regular security audits, and strict access controls to protect sensitive information.
Supplier Lock-in	Dependence on a single technology provider for digital platforms could lead to challenges in terms of flexibility, pricing, and technology updates.	Negotiate favourable terms with vendors, including exit strategies, and consider open-source or flexible technology options.
Digital Inequality	Volunteers or staff with limited digital literacy or access to technology may struggle with new platforms, leading to decreased engagement.	Provide comprehensive training, support, and alternative means of participation for those with limited access to technology.
Platform Accessibility Issues	The digital tools may not be accessible to all users, including those with disabilities, which could hinder participation.	Ensure digital platforms meet accessibility standards (e.g., WCAG) and provide alternative formats or assistance for users with disabilities.
Technological Obsolescence	Rapid technological advancements may render newly implemented systems outdated, leading to increased costs for updates or replacements.	Invest in scalable and upgradable systems, and establish a technology review cycle to ensure ongoing relevance.
Third-party Dependency Risks	Over-reliance on third-party service providers for critical digital tools may lead to operational disruptions if those providers face issues.	Diversify providers, have contingency plans, and maintain some in-house expertise to mitigate disruptions.
Cost Overruns	Unforeseen technical challenges or scope changes may lead to budget overruns, jeopardizing the financial sustainability of the projects.	Establish a robust project management framework, with regular budget reviews and contingency funds.

Implementation Plan

The below diagram provides an overview of the projected timeline for the delivery of ICVA's digital transformation strategy. However, ICVA is aware that there are varying factors that may have an impact on this timeline, such as delays in receipt of funding, and will manage adjustments to this timeline as appropriate.





Monitoring and Evaluation

ICVA will ensure continued monitoring and evaluation as this strategy is implemented, which will include regular progress updates via the ICVA board and National Expert Forum to provide transparency to funders and members to guarantee their satisfaction of investment.

ICVA is eager to ensure continuous learning throughout the process and will conduct regular reviews of project progress and performance against developed deliverables and performance measures via quarterly board meetings and membership engagement, adjusting the project plan and implementation strategy as needed. These deliverables and performance measures will be agreed once each project goes live.

ICVA will also share learnings and best practices with other organisations working on similar initiatives, inviting learning opportunities through networking.
