

BUSINESS PLAN

2025 - 26



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. This plan outlines ICVA priorities for 2025/2026 to develop an E-Learning platform for schemes, launch the next round of ICVA's Quality Assurance Framework, hold a roundtable to examine current arrangements for immigration detainees in police custody, work on developing a new national reporting tool and undertake activities to enhance the awareness of the impact of independent custody visitors.



ICVA 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

Key activities

Development of a new E-Learning Platform

ICVA is committed via the [digital transformation strategy](#) in consultation with members to provide an E-Learning platform for members. Despite high levels of satisfaction with the bitesize learning modules, members have fed back that ICVAs offer could be improved with more interactivity for volunteers, and a method of assigning and tracking ICV training activities. Members have also requested that ICV inductions could be assisted by ICVA developing a specific induction E-Learning package, not to replace face to face contact with schemes, but to enhance it, and relieve some of the training burden on schemes. This will be prioritised for development alongside other packages as determined in collaboration with members.

Quality Assurance Framework 3

In 2024/2025 ICVA consulted and amended the Quality Assurance Framework. The consultation has informed a new version of the bi-annual framework, including a new set of criteria to involve volunteer feedback as well as outcomes on managing volunteers, detainee welfare, holding the force to account and transparency.

The third round of the QAF will be launched at the start of the year, with schemes able to attain four different levels of award. By continuing to lead this initiative, ICVA will allow schemes to celebrate their successes, encourage national benchmarking and ultimately raise awareness of independent custody visiting.

Immigration Detention Network

In 2024/2025, ICVA set up a twice-yearly immigration detention network, to focus on this vulnerable cohort of detainees specifically. What is clear from the networks is that little is known in terms of the volume, outcomes and whether there is equitable access to rights and entitlements of this group.

In 2025/2026 ICVA will hold an immigration detention roundtable, focussed specifically on police custody. This roundtable will be convened to consider what is known about this group, identify gaps in reporting and consider what steps need to be taken by ICVA and stakeholders to ensure that immigration detainees receive equitable and specific care in police custody.

External Funding for National Reporting Tool

As a further outcome from the digital transformation strategy, ICVA is hoping to develop a national reporting tool for ICVs and schemes. Many schemes continue to use paper-based forms, with little data being produced for members, or have electronic reporting available on a local level at a cost to the OPCC/OPFCC/Policing Authority.

ICVA has committed to exploring options for a national reporting form, enabling all schemes to move to a national digital reporting form, meaning that not only will all schemes have access to better data, but that ICVA is able to attain national data and themes and trends on the findings of monitors in custody. ICVA will be seeking external funding initially to deliver this project.

ICV Awareness/Social Media

ICVA has developed a new, 6-month, social media strategy to increase awareness of the ICV role, and the impact that ICVs have on detainee welfare. ICVA will re-launch its Instagram account, increase traffic and engagement on LinkedIn and our main site, providing focussed content on ICV impact and raising awareness of the role of ICVs. This plan will be reviewed at the 6 month point and an ongoing plan produced to include raising awareness of rights and entitlements in police custody more widely.

We will continue our core work of supporting local schemes across the UK and representing them as a national voice for independent custody visiting. Each of the activities outlined in Appendix A of this document assist ICVA to meet its organisational mission and further our vision for police custody across the UK.

Finance and governance

Budget and resources

ICVA expects income of £204,600 comprising £125,000 Home Office grant and £79,300 from its members (further income will come from interest and conferences which will be balanced in expenditure). ICVA is committing £45,000 from cash flow to meet the aims for the year whilst retaining sufficient reserves for a small not-for-profit organisation. ICVA's total budget for 2025/2026 is therefore £254,600. ICVA's projected spend is £254,600. The full budget is included at Appendix B.

ICVA continues to work in a challenging financial climate to achieve its mission and will continue to deliver excellent value and support for members, and lead effective scrutiny of, and recommend necessary changes to, police custody in the UK. This year members supported an increase in subscriptions to deliver the new E-Learning platform for schemes, which is much appreciated.

Oversight of plan

The Board of Directors oversees ICVA's Business Plan via quarterly meetings. ICVA provides detailed 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.





APPENDIX A

SCHEDULE OF OUTCOMES 2025/2026

LEAD


Immigration Detention Network

- Q1 Plan immigration detention roundtable event to include wide range of stakeholders.
- Q1 ICVA supports launch of immigration custody record review pilot.
- Q2 & Q3 ICVA to collate and examine data from pilot schemes.
- Q3 Hold immigration detention roundtable.
- Q3 Consider discussions and next steps arising from roundtable.
- Q4 Undertake resultant policy/training activities.

QAF 3

- Q1 Launch QAF 3 to schemes.
- Q2 Establish QAF Levels with schemes.
- Q3 Ongoing QAF assessments (platinum schemes will be assessed throughout the year).
- Q4 Complete QAF assessment support/dip sampling.

Development of National Reporting Tool

- Q1 Funding bids submitted for reporting tool.
 - Q2 Review outcomes of bids, identify further funding pots if necessary, depending on progress of initial bids.
 - Other outcomes for the year will be by necessity fluid, as this piece of work continues and is dependent on outcomes of initial bids.
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SUPPORT

Development of E-Learning Platform

- Q1 Commission platform.
- Q1 Consult members on order of population for resources.
- Q2 Populate platform.
- Q2 Design supporting resources for schemes/ICVs.
- Q3 Launch platform at Scheme Managers Conference.
- Q4 Continue to convert/develop E-Learning resources as requested by schemes.

Events

- Q1 ICV online event Volunteers Week 2024.
- Q2 ICV online training event.
- Q2 Set date and book venue for Scheme Managers Conference.
- Q3 Deliver Scheme Managers Conference
- Q3 TACT ICV online training event.
- Q4 ICV online training event.

Engagement with Members/ICVs

- Ongoing - ICVA will attend regional ICV events in person wherever possible.
- Local events will be attended online or by pre-recorded message at member request.

Newsletters

- Ongoing - No less than twice per month, usually weekly.

ICV Training Resources

- Ongoing - focus will be on conversion of existing resources, however, additional briefings can be produced at members' request.

SUPPORT

NEF

- Quarterly. Ongoing.
- METM Chairs NEF as a consultative group for ICVA work streams.

Immigration Network

- Q1 and Q3. ICVA will chair and minute bi-annual meetings of an immigration detention network, ensuring the effective cross detention feedback from those held in immigration in police custody.

TACT Network

- Q1 and Q3. ICVA will chair and minute bi-annual meetings of TACT detention network, ensuring the effective cross detention feedback from those held in TACT detention.

Cuppa and Catch Up

- ICVA's CEO will run a quarterly informal drop-in session for schemes.

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VOID OPEN
DION DENA
VOID OPEN



REPRESENT

Increased Awareness of ICV role

- Q1 Re-launch accounts for Instagram, LinkedIn, and consider BlueSky.
- Q1 Volunteers week activities.
- Q3 Review social media plan and identify learning to inform rolling plan for ICVA.
- Ongoing - one blog per quarter for public site/sharing.

NPM

- ICVA CEO NPM Chair.
- Q1 Attendance at annual business meeting.
- Ongoing - NPM updates including task and finish groups, contribution to annual report, etc.

Ensure Stakeholders are aware of issues in custody (HO, MBDIC, NPCC etc)

- Quarterly - measure ICVA produces a quarterly stakeholder overview, disseminated via newsletter and directly to HO, NPCC, HMICFRS, IAPDC.
- Ongoing - Review all HMICFRS reports and provide a stakeholder overview, disseminate via newsletter and directly to HO, NPCC, HMICFRS, IAPDIC.
- Ongoing - represent independent custody visiting at PACE Strategy Meeting, Operational Partners Meetings, MBDIC, NPCC Custody Forum.

APPENDIX B

ORGANISATIONAL BUDGET 2025/2026

Expected income	
Grant	
Home Office Grant	£125,000
Transfer from ICVA Cash Flow	£45,000
Conference income	£5,000
PACE Members (43 members)	£75,250
Non-PACE Members (3 members)	£4,050
Interest income	£300
TOTAL PROJECTED INCOME	£254,600

Expenditure	
Staff costs	
Salaries and on-costs + 3% + Increased NI	£201,782
Mileage and allowances (inc trains, hotels, etc)	£3,268
Assests and training	£2,000
	£207,050
Business costs	
Communications (bulletins, annual report, translations, etc)	£500
Management Board (travel, room rental)	£500
Membership to supporting organisations	£100
Website (Hosting, upload, & maintenance)	£1800
	£2,900

Expenditure (continued)	
Conference Costs	
Conference Costs	£5,000
	£5,000
Office costs	
Mobile phones	£110
PO Box	£425
Postage	£65
Emails/Teams etc.	£700
Stationery	£50
Office space / room hire	£100
	£2,240
Finance costs	
Insurance	£1,000
Bank charges	£120
Accountancy advice (payroll, VAT, Xero)	£3,200
	£4,320
Other costs	
Regional engagement	£2,450
Project Budget	£8,610
NPM contribution	£1,000
E-learning platform	£21,030
	£33,090
TOTAL PROJECTED EXPENDITURE 2025/26	£254,600