

BUSINESS PLAN

2026 - 27



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 an organisational strategy, a review of the Code of Practice, monitoring of terrorism detention and more.





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

Strategy Development

ICVA has not had an organisational strategy to date. The organisation has grown and developed in this time, as has independent custody visiting. For ICVA to be able to set a track for future years, the board have agreed that an organisational strategy would be of value. The development of a strategy for ICVA as a membership organisation is a vital tool for the organisation particularly in the context of large-scale changes to the Police and Crime Commissioner model as announced by the government in 2025.

ICVA will produce an organisational strategy covering the next three to five years, guiding workstreams to support independent custody visiting on the national stage and to assist with membership engagement over a period of transition. The strategy will be produced by conducting a review of existing deliverables, vision, mission and values and seek to identify some core strategic objectives for the organisation. Furthermore, consideration will be given to financial and operational risk for the forthcoming years.

Code of Practice Review

The policing minister has formally agreed to review the Code of Practice for Independent Custody Visiting. The current Code of Practice has been in place since 2013, and amends to the Code are both overdue and welcomed. However, this does present a significant period of change for independent custody visiting schemes.

Whilst there is no confirmed timeline for this activity, it is likely that this will take place during the business year. The Home Office will undertake a formal 6-week consultation period, prior to determining any amends from the consultation process and laying before Parliament.

It will be necessary for ICVA to have a workstream on the Code for members in 2026/2027. Outputs will include engagement events for scheme managers and volunteers, written materials to inform and engage, supporting members to understand changes and, once a new Code is in place, amending E-Learning modules to reflect the new arrangements.

The drafted amends to the Code are based on feedback from members, policing stakeholders and international human rights standards for monitoring of detention spaces and engagement work will focus on providing the rationales for amends, promote understanding of a new Code, and assist schemes through an implementation process.

Immigration Detention Network

In the previous reporting year, ICVA undertook a workstream regarding immigration detainees in police custody, including a custody record reviewing pilot and a roundtable event in December 2025.

2026/2027 will see this workstream continuing, with the continuation of the immigration detention network and most notably, the production of a public report detailing the work of the network, identifying areas of concern and making recommendations to improve the monitoring and awareness of those subject to immigration measures held in police custody. This area of work has garnered significant interest from both civil society, other monitors and policing stakeholders.

Schedule 3 and Schedule 7 Monitoring Thematic

Currently there is no consistent oversight of Schedule 3 and Schedule 7 detentions. People may be detained at ports and airports under these powers, derived from the Terrorism Act 2000 for a period of examination (1 hour) with a possible detention (up to 6 hours). These detentions can happen in spaces which are not specific or purpose-built detention spaces.

During 2024/2025, one scheme has begun a pilot of monitoring with a second scheme also having conversations. With the support of the Independent Reviewer of Terrorism Legislation and State Threats legislation, ICVA will undertake some workstreams regarding these types of detention.

Activities are likely to include supporting existing and potential pilot sites, identifying what works from existing pilots, widening of monitoring activities and producing training for those undertaking this new area for ICVs. Due to this being a developing area of monitoring, some fluidity will be required in terms of scheduling outcomes for this workstream.

Digital Transformation Strategy

In October 2025 ICVA applied for charitable status and hopes to achieve this early in 2026. Once this has been achieved, the organisation will continue to apply for external funding to build a national reporting tool for independent custody visitors with the aim of a standardised digital report form. We acknowledge that this was an aim for last years business plan, but it is an ambitious project, in a very challenging funding landscape. Charitable status will increase the possible avenues for funding.

Secondly, ICVA has been successful in attaining a £5,000 grant, starting in April 2026 towards producing three animated videos. A longer video will describe the role of the ICV and can be used for training ICVs but also shown to detainees where cells have in-cell technology. Two short recruitment animations will be produced to assist schemes in recruitment, these will have a QR Code to the ICVA website interactive map, the animated video on the role and so on. These will be specifically made for use on social media such as Instagram and TikTok to help schemes to attract diverse applicants.



Finance and governance

Budget and resources

ICVA expects income of £217,800 comprising £138,500 Home Office grant and £79,300 from its members (further income will come from interest and conferences which will be balanced in expenditure). ICVA will receive £5,000 from the Evan Cornish Foundation in April 2026, ringfenced to help fund recruitment and information materials. ICVA is committing £30,055 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 2026/2027 is therefore £258,155. ICVA's projected spend is £258,155. 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 there is no increase in subscriptions due to the significant increase last year to fund the e-learning platform. In future years, ICVA will apply a CPI increase to membership fees annually.

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 2026/2027

LEAD

ICVA Strategy Development

- Q1 Discover and diagnose – undertake activities to understand current operating of ICVA and future opportunities and challenges.
- Q2 Design and prioritise - define themes and direction for ICVA, to support members and to further the ICVA vision.
- Q3 Draft strategy.
- Q4 Attain board approval and launch.

Digital Transformation Strategy

- Q1 Commission animator for custody videos.
- Q1 Work with Charity Commission to attain charitable status for ICVA.
- Q2 Video production with commissioned animator.
- Q2 Review potential funders once charitable status achieved and consider project funding for national reporting tool and core funding for ICVA.
- Q3 Launch of videos.
- Other outcomes for the year will be fluid by necessity, as this piece of work continues and is dependent on outcomes of initial bids.





LEAD

Immigration Detention Network

- Q1 Production of a public report on work of the network and ICVA to date with recommendations.
- Q2 Engagement event for schemes and stakeholders to socialise report (Scheme Managers Conference).
- 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.

SUPPORT

Code of Practice (dependent on Home Office timelines)

- Q1 Preparatory work for consultation period undertaken.
- Q1/2 Hold Code engagement event for scheme managers.
- Q2 Hold Code engagement event for ICVs.
- Q2 Design supporting resources for schemes/ICVs.
- Q2 Design implementation guide for schemes.
- Q3 Review and amend E-Learning resources in line with new Code.

ICV training resources

- ICVA will continue populating the e-learning platform throughout the year, with no less than two short or one in depth module converted per month.
- Additional briefings developed throughout the year at member request.





SUPPORT

Events

- Q1 ICV online event Volunteers Week 2026.
- Q1 Determine nature of QAF ceremony and plan into Q2.
- Q2 ICV online training event.
- Q2 Deliver Scheme Manager Conference/QAF Awards Ceremony.
- 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.

NEF

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

TACT Network

- Q1 and Q3. ICVA will chair and minute bi-annual meetings of a 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.





REPRESENT

NPM

- Q1 Attendance at annual business meeting.
- Q2 Contribution to NPM annual report.
- Ongoing - NPM updates including task and finish groups.

Academic Research

- Ongoing – ICVA will support academics undertaking research into police custody, engaging with two known workstreams of women in police custody and immigration detainees.

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, IAPDC.
- Ongoing – represent independent custody visiting at PACE Strategy Meetings, Operational Partners Meetings, MBDIC, NPCC Custody Forum.



APPENDIX B

ORGANISATIONAL BUDGET 2026/2027

Expected income	
Home Office Grant	£138,500
Conference income	£5,000
PACE Members (43 members)	£75,250
Non-PACE Members (3 members)	£4,050
Interest income	£300
External funding	£5,000
Transfer from reserves	£30,055
TOTAL PROJECTED INCOME	£258,155



Expenditure	
Accountancy	£4,000
Assets and training	£2,000
Bank charges	£120
Communications	£500
E-learning platform	£13,417
External conferences	£250
Governance	£500
Insurance	£500
Internal conferences	£5,000
Mobile phones	£110
NPM contribution	£1,000
Office costs	£1,515
Office space / room hire	£100
Pension scheme charges	£320
Project budget	£13,500
Regional engagement	£1,000
Salaries and on-costs	£209,323
Subscriptions	£100
Travel and allowances	£3,100
Websites	£1,800
TOTAL PROJECTED EXPENDITURE 2026/27	£258,155
Overspend / Underspend	£0