

oneplan

Business plan
2019-20



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Foreword and introduction

> Director General's foreword



I am pleased to share with you our Business Plan for 2019/20. This Plan sets out what we intend to deliver and the impact we hope to have in the first full year of implementing our ambitious three year Strategy.

The work we intend to deliver over the coming year has a specific focus on both learning and community – but, more importantly, on working with our stakeholders, staff and the public to support our work in these areas. Closer working with communities and maximising opportunities for learning from the past are both crucial to us having a positive impact in all corners of England and Wales and bringing about real and meaningful change.

On reading this Plan, I hope you will agree that this will be an exciting year for us. I look forward to reporting back to you on the progress we have made, and on the impact that we are having.

Michael Lockwood
Director General

This year sees the commemoration of the inaugural Stephen Lawrence Day – a national day of remembrance, learning and community. This timing is a poignant reminder of why we exist and what we are seeking to achieve.

The IOPC has a vital role to play in promoting confidence in the police, both by holding police forces to account where appropriate and, importantly, ensuring that lessons are learnt. That is our mission, but we cannot deliver it alone. Our Plan recognises that.

> Introduction

Our [Strategic Plan 2018-22](#) sets out our mission and priorities. Our mission is to improve public confidence in policing by ensuring the police are accountable for their actions and lessons are learnt. This Business Plan sets out the work we plan to deliver in 2019/20 towards achieving that aim. This includes a range of projects and new initiatives as well as delivery of our statutory functions¹.

All our work in 2019/20 will contribute to our four priorities. These are:

- > to work with others to improve the police complaints system
- > to improve policing by identifying and sharing learning from our work
- > to improve confidence in police accountability
- > to be an efficient and effective organisation

To assess how we are performing, we have developed performance measures for each of our priorities. We will also monitor a range of other information, such as stakeholder perceptions of our work and the outcome of appeals against how the police handle complaints from the public. While we have not set targets for these measures, they will inform our work and the action we take to achieve our ambitions.

We will continue to develop the way we assess our success, building on the measures in this plan, to ensure we can track and report the impact of our work. We will report performance to our Unitary Board, which along with our Risk and Audit and HR and Remuneration Committees provide direction and challenge to the way we work.

We will continue to produce monthly performance reports and publish these on [our website](#) and will also provide assurance to the Home Office that we are using our resources effectively.

¹ The IOPC's statutory functions are set out in section 10(c) of the Police Reform Act 2002.



PRIORITY

➤ To work with others to improve the police complaints system

WHAT WE WILL DO

We will work to improve all parts of the complaints system – both our own work and that carried out by others.

WHAT WE HOPE TO ACHIEVE

The police complaints system delivers impartial, fair and evidence-based outcomes in a timely way.

We will know we have succeeded when



The time taken to respond to complaints, complete investigations and appeals is reduced across the system.



The time to complete all related processes (for example, disciplinary processes) is reduced, particularly following deaths and serious injuries.



Complaints from the public are resolved first time leading to fewer appeals.



Complaints and serious incidents are recorded and handled consistently across all forces.



Those involved in complaints, investigations and appeals (service users) are satisfied with how their case was handled.

WHAT WE WILL DO IN 2019/20

Operational work

- > Independently investigate the most serious incidents involving the police, including those where Article 2 of the European Convention on Human Rights² may be engaged.
- > Carry out investigations that involve areas of concern to both the public and police. This year we will include the following themes in our case selection criteria: domestic abuse, road traffic incidents, abuse of authority for sexual or financial gain, discrimination, mental health and near misses in custody.
- > Dedicate resources to ensuring that historic cases are closed as quickly as possible, working with partners where we cannot do this alone.
- > Continue to deliver investigations of national significance, including our investigation into police actions in the aftermath of the Hillsborough disaster.
- > We will ensure that all investigations have the expert support they need including anti-corruption, intelligence, and survivor liaison expertise.
- > Review approximately 4,000 cases referred to us by police forces and determine how these should be investigated.
- > Consider approximately 3,500 appeals from members of the public unhappy with the way the police have handled their complaint.



- > Review how the police have investigated approximately 1,200 incidents involving a death or serious injury to consider whether the findings and proposed actions are appropriate.

Operational improvement

- > Redesign our processes for delivering investigations and appeals, focusing on reducing delays and ensuring quality and consistency of decision making.
- > Incorporate feedback from our work with stakeholders and service users into the redesign of our operational processes, to ensure the way we deliver our work better meets their needs.



- > Support Home Office work with other stakeholders across the complaints system – e.g the Chief Coroner and the Crown Prosecution Service (CPS) – to better address delays, particularly in cases involving deaths or serious injuries.
- > Conclude the roll out of our subject matter networks³ in key areas to further improve the quality of our work.
- > Define quality standards for all our work, informed by the feedback we have gathered from the experiences of our service users.
- > Continue to further improve our Operations Manual so that it reflects our quality standards and provides guidance to operational staff on best practice.

Oversight of the police complaints system

- > Hold police forces to account for their handling of complaints, providing each police force and local policing body with a named contact to discuss and review performance.
- > Produce practical guidance, such as our [publication Focus](#), and share best practice through our regular [oversight bulletin](#) to support police forces in applying our [Statutory Guidance](#)⁴ and improving standards.
- > Undertake actions to promote access and simplify the police complaints and disciplinary system and provide guidance to practitioners.
- > Publish annual police complaints statistics for England and Wales and quarterly performance data for all police forces in England and Wales.

² Article 2 of the European Convention on Human Rights provides that everyone's life shall be protected by law. This involves both a prohibition on the state taking life (subject to very limited exceptions) and, in certain circumstances, a positive duty on the state to protect life. Sometimes it will be very clear that an allegation engages a person's Article 2 rights – for example, where a person dies while in police detention. In other cases it may be less clear whether Article 2 is engaged – for example, where the police are alleged to be aware of a threat to a person's life and have failed to take adequate steps to protect that life.

³ In 2018 we piloted subject matter networks – networks of experts from across our organisation with technical, subject-matter expertise – to provide advice and guidance to positively influence our operational work in key thematic areas.

⁴ Our Statutory Guidance sets out technical guidance for police forces and other organisations covered by the police complaints system to help them comply with their legal obligations and achieve high standards in the handling of complaints.

Information management

> Develop a new information management strategy, to reflect the value we place on information as an asset and ensure we continue to comply with relevant legislation. As a part of this work we will:

- improve our systems and processes for disclosure of information to support disciplinary, coronial and criminal proceedings

- overhaul our data storage and continue to develop a replacement case management system
- expand our use of intelligence and horizon scanning, at both a local and national level

HOW WE WILL MEASURE OUR PROGRESS

We will aim to:

- > complete 80% of investigations within 12 months
- > decide on 80% of cases referred to us within 3 days
- > review 75% of locally investigated death or serious injury cases within 30 days
- > decide 65% of appeals against a police force investigation or local resolution of a complaint within 35 days
- > decide 80% of appeals against a police force decision not to record a complaint within 25 days

We will monitor and respond to:

- > the proportion of upheld appeals we uphold when members of the public are unhappy with how police forces have handled their complaint
- > the proportion of policing stakeholders who believe the IOPC has an impact on improving the way the police deal with complaints.



PRIORITY

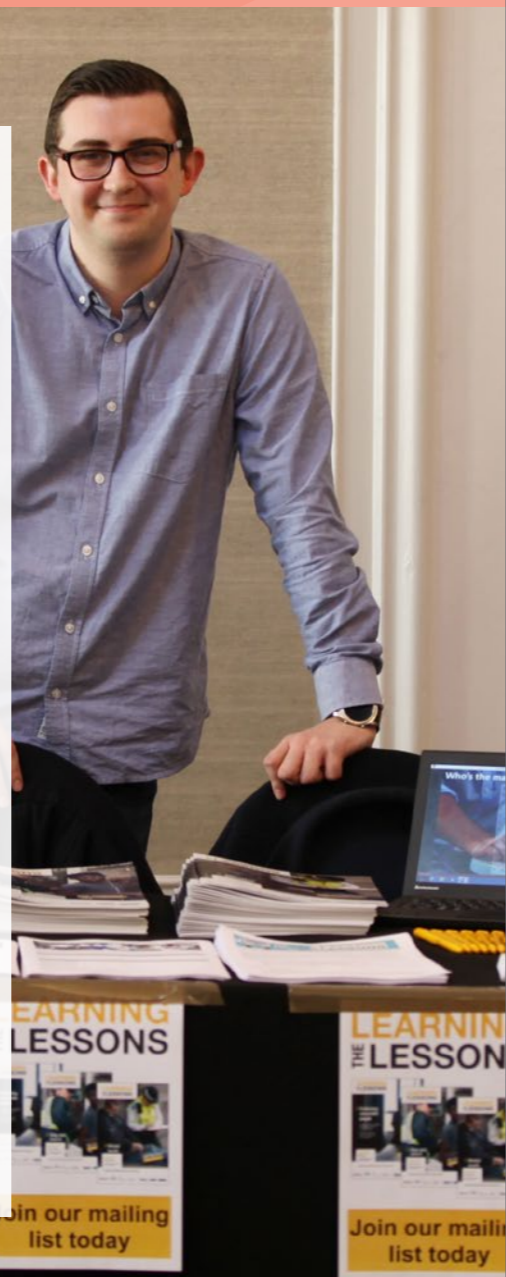
➤ To improve policing by identifying and sharing learning from our work

WHAT WE WILL DO

We will focus our work on areas of concern to both the public and police and work with partners to share our learning to improve policing and protect the public from harm.

WHAT WE HOPE TO ACHIEVE

Our recommendations lead to improvements in policing and prevent harm to the public.



We will know we have succeeded when



We routinely work closely with a range of stakeholders both within and outside of policing to identify themes and learning from our work.



Our learning recommendations are accepted, and we can demonstrate their impact on operational policing.



Stakeholders are confident that our work promotes learning and improvement.



We can demonstrate that our work has supported our partners (for example, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the College of Policing, the National Police Chiefs' Council (NPCC)) by influencing their work to improve operational policing.

WHAT WE WILL DO IN 2019/20

Gather learning

- > Redesign our approach to investigations and appeals to maximise the learning we can draw from them.
- > Carry out research into near misses in police custody to identify good practice that can prevent harm to the public.
- > Publish statistics on deaths during or following police contact in England and Wales providing an opportunity to consider trends and learning from these incidents.

Prioritise learning

- > Review and redesign our approach to making learning recommendations, to make sure they are effective, targeted and timely.

Implement learning

- > Work closely with stakeholders including HMICFRS, the College of Policing, the NPCC and the Home Office to ensure that our renewed focus on learning drives improvements in policing.
- > Build expertise through our subject matter networks to ensure we understand the context in which the police work and maintain the credibility and authority of our learning recommendations.

Share learning

- > Publish annually a report to demonstrate the difference our work has made by improving policing and the police complaints system.
- > Work with partners to promote [Learning the Lessons magazines](#) and work with partners to promote the publication as a valuable resource for frontline police officers and police staff.
- > Work with our stakeholders to promote the sharing of learning and best practice by:

- working with the Association of Police and Crime Commissioners and individual Police and Crime Commissioners on national and local issues
 - using learning from our work to influence police training
 - aligning our work more closely to HMICFRS inspections
 - improving links with academic institutions
 - closer working with Coroners to ensure we align our work on recommendations to the police service⁵
- > Develop proposals for a single platform enabling practitioners to easily access relevant learning and good practice.



HOW WE WILL MEASURE OUR PROGRESS

We will aim to:

- > publish an annual impact report providing evidence of the difference we have made in improving policing and the police complaints system
- > increase to 95% the proportion of stakeholders who agree that our Learning the Lessons magazine is a helpful tool to drive change in police policy

We will monitor and respond to:

- > the proportion of learning recommendations that are accepted by police forces
- > the proportion of stakeholders that think the IOPC is effective in raising standards in police forces
- > the proportion of stakeholders that think the IOPC is effective at ensuring police forces learn from complaints

⁵ Paragraph 7, Schedule 5 of the Coroners and Justice Act 2009 provides coroners with the duty to make reports to a person, organisation, local authority or government department or agency where the coroner believes that action should be taken to prevent future deaths.



PRIORITY

➤ To improve confidence in police accountability

WHAT WE WILL DO

We will engage with a range of stakeholders and communities, focusing on those with the least confidence in policing, so they understand their right to complain and expect fair and just treatment in response to complaints and serious incidents.

WHAT WE HOPE TO ACHIEVE

Those with low confidence in policing access and value the police complaints system.

We will know we have succeeded when



The public have confidence in the complaints system and are willing to complain.



Young people and those from Black and Minority Ethnic (BME) backgrounds have confidence in the system and are willing to complain.



The demographics of those who make complaints reflect the communities served by the police.

WHAT WE WILL DO IN 2019/20

Improve access and confidence

- > Develop our approach to overseeing how police forces handle complaints, particularly those that have the most impact on public confidence and deliver a broader range of interventions to improve complaint handling.
- > Increase the accessibility of data on our website including information about our own performance and outcomes from the police complaints system.
- > Work in partnership with our Youth Panel⁶ to implement its recommendations following engagement with over [800 young people](#). This will help us to address areas of concern expressed by young people and improve their confidence in the police complaints system.
- > Continue to develop relationships with organisations that can act as advocates with low-confidence and seldom-heard stakeholder groups to raise awareness of and confidence in the police complaints system.
- > Provide our network of advocates with accessible and tailored information so they have suitable resources to promote understanding and confidence in the police complaints system.
- > Develop proposals for an advocacy service, independent of both us and the police, to provide support and advice to those who



may find it difficult to access and navigate the police complaints system.

Work locally and nationally

- > Refresh our stakeholder engagement strategy and implement bespoke community engagement plans for each of our regions and for Wales. These plans will focus on regular and tailored engagement with our diverse local communities to raise awareness of our work and provide opportunities for them to influence what we do.
- > Provide our people with the opportunity to spend time volunteering in their local area, to help us better understand local concerns and build confidence in our work.



- > Deliver a new communications strategy that uses a range of channels to reflect the diverse audiences we communicate with and which focuses on the positive impact of the complaints system in improving policing.
- > To understand different perspectives about our work, we will host an External Stakeholder Reference Group and Wales Stakeholder Forum - two valuable sounding boards of stakeholders from across the voluntary and community sectors, policing and the public sector.
- refresh the literature and information we produce for service users to make sure it remains accessible
- improve our processes for responding to complaints about our service
- > Embed our recently published [Service Standards](#) and report our performance against them. Our Standards set out the level of service we are committed to providing to all those involved in our work.
- > Obtain Customer Service Excellence® accreditation to further demonstrate our commitment to improving the quality of service we provide.⁷
- > Redesign our family liaison service and support for vulnerable service users to ensure we meet their needs.

Focus on service users

- > Work with service users and collect their feedback to help us better understand the factors that affect their confidence in us. We will use their feedback to:
 - redesign our customer contact centre to ensure that it is accessible and meets the needs of our service users

⁶ In 2018 we commissioned Leaders Unlocked to create our Youth Panel, which helps us to engage with young people.

⁷ Achieving this accreditation requires us to demonstrate a focus on the service user in five aspects of our work: customer insight, organisational culture, information and accessibility, delivery and timeliness and quality.



HOW WE WILL MEASURE OUR PROGRESS

We will aim to:

- > improve performance on the following key measures in our public perceptions' tracker⁸:
 - the proportion of young people who are confident that the police deal with complaints fairly
 - the proportion of the public from a BME background who are aware of us

We will monitor and respond to:

- > the proportion of stakeholders who think we are improving public confidence in the police complaints system
- > the proportion of complaints received from members of the public from a BME background
- > the proportion of complaints received from young people

⁸ Our public perceptions tracker is a regular survey of public opinion about the police, the police complaints system and the work of the IOPC.





PRIORITY

➤ To be an effective and efficient organisation

WHAT WE WILL DO

We will attract and retain a highly skilled, diverse workforce and provide them with a good working environment while continually improving to provide value for money.

WHAT WE HOPE TO ACHIEVE

Our highly skilled, diverse workforce delivers an excellent service, which is value for money.

We will know we have succeeded when



The diversity of our people is improved at all levels and our workforce reflects the communities we serve.



Our people are motivated, engaged and proud to work for the IOPC.



We achieve financial efficiency and make savings to reduce our unit costs, which are benchmarked against similar organisations.

WHAT WE WILL DO IN 2019/20

Attract and retain talent

- > So that our people better reflect the communities we serve, we will revise our recruitment policy, ensuring there is a focus on attracting and recruiting colleagues from diverse communities
- > Create and implement a new talent management strategy, to help support all our people to develop and progress.

Develop and support our people

- > Review how we provide learning and development to enable our people to take control of their personal and professional development and make sure that they have the up-to-date skills and knowledge they need to do the job.
- > Use the results of our first wellbeing survey to develop and implement a health and wellbeing strategy. This will include delivery of our STREAM peer-support programme⁹ to offer resilience and trauma support, and provision of an improved occupational health service.
- > Refresh our appraisal system to provide effective feedback to our people about their performance.
- > Engage with colleagues at every level, to embed our values in our work and ensure

they can raise issues and concerns and communicate ideas easily.

Innovate and improve

- > Train people as innovation and improvement champions to support colleagues across the business in making changes and improvements to our processes.
- > Develop and implement a new internal communications strategy, focusing on making sure that our people are given the information they need in a way and in a format that suits them.
- > Develop a strategic efficiency plan, a workforce plan and an investment strategy to ensure we can continue to deliver value for money and live within our means.
- > Complete the roll-out of our new mobile ICT kit to enable our people to work flexibly and promote efficiency and timeliness in our work.
- > Continue to disaggregate our ICT services from a single, prime supplier to create a stable yet flexible platform for the commissioning of our future ICT requirements.
- > Plan and implement changes to our estates strategy including refreshing our office space to promote flexible, smarter working.



HOW WE WILL MEASURE OUR PROGRESS

We will aim to:

- > increase our staff engagement score to 63% (as measured by our annual staff survey)¹⁰
- > ensure that 70% of our investigators achieve accreditation within 24 months
- > maintain staff turnover of between 8 - 10%
- > not exceed 3% staff sickness absence

We will monitor and respond to:

- > the proportion of our people, including managers and leaders, from a BME background
- > the proportion of applicants from a BME background who are shortlisted for interview

⁹ STREAM stands for Stress, Trauma and Resilience Employee Assistance Model and is the IOPC's bespoke, peer-support model for supporting resilience at work and trauma risk management.

¹⁰ Employee engagement is a combined measure of thoughts, expectations and organisational culture. Five questions are used to produce an engagement score for our people that capture engagement by asking how they talk about their organisation, whether they have an emotional attachment to their organisation, and whether their organisation inspires them. Higher employee engagement is linked to higher organisational performance, lower sickness and higher levels of happiness.

Our funding and our risks



➤ Our funding

We are funded by the Home Office through grant in aid. In addition, we receive funding from the Home Office to conclude our independent investigation following the Hillsborough inquests.

In 2019/20, the IOPC will receive revenue funding of £64.145m (£63.11m for 2018/19)

in addition to £6.5m to fund the Hillsborough investigation. Budgets are assigned to deliver the priorities identified in our business plan. The table below provides a breakdown of our budget for 2019/20 by directorate.

Figure 2 – IOPC funding 2019/20

Directorate	Core	Hillsborough	Total
<i>All figures in £m</i>			
Private Office Group	1.160	-	1.160
Operations	27.276	5.318	32.594
Legal	2.944	0.112	3.056
Corporate Services	18.732	0.840	19.572
Strategy & Impact	8.915	0.049	8.965
People	5.118	0.181	5.299
Grand total	64.145	6.500	70.645

➤ Our risks

To manage risks associated with delivering our work we use a risk management framework that is overseen by our Audit and Risk Assurance Committee. Through a range of activities, we use this framework to identify, assess and manage emerging and changing risks throughout the year. Some of the key risks to our delivery are noted below.

Resourcing

This is the first full year of delivery of our Strategic Plan 2018-22. Uncertainty about funding in future years presents a risk and we will have to think carefully about competing priorities to ensure we make the best possible contribution to delivering our priorities. To assist this, we are working to develop a strategic efficiency plan, a strategic workforce plan and an investment strategy, to maximise opportunities for efficiency, ensure that our workforce can support our ambitions, and understand where investment can create greater efficiencies in future years.

Information management

We will remain alert to any additional information management requirements that arise as a result of the UK's planned departure from the European Union and will reassess this plan in the light of any additional demands on our resources.

Legislative change

The Policing and Crime Act 2017 sets out changes aimed at simplifying and improving the police complaints system. Many of those changes await the laying of secondary legislation to bring them into effect. We await notification of the laying date for these regulations and will then allocate resources to manage implementation. Uncertainty over timescales for implementation means that resourcing this work may impact on the delivery of other elements within this plan.

More information

To find out more about our work or to request this plan in an alternative format, you can contact us in a number of ways:

www.policeconduct.gov.uk

Follow us on Twitter: [@policeconduct](https://twitter.com/policeconduct)

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We welcome telephone calls in Welsh

Rydym yn croesawu galwadau ffôn yn y Gymraeg

This document is also available in Welsh

Mae'r ddogfen hon ar gael yn y Gymraeg hefyd

April 2019