

Outcomes dashboard YTD December 2018

	Target	YTD Actual
Priority 1: To work with others to improve the police complaints system		
Number of independent investigations started	650-750	522 ↓
Percentage of independent investigations completed within 12 months	80%	78% ↑
Percentage of end of investigation reviews result in a green health assessment, first time	87%	96% →
Percentage of investigation and local resolution appeals completed within 35 working days	60%	67% →
Percentage of non-recording and other appeals completed within 25 working days	80%	77% →
Percentage of appeals subject to quality review met the quality threshold first time	80%	94% →
Percentage of investigation appeals upheld	< 38%	38% ↑
Percentage of non-recording appeals upheld	< 36%	34% ↓

Priority 2: To improve policing by identifying and sharing learning from our work

Percentage of stakeholders that think the IOPC is effective in raising standards in police forces:

Policing	> 50%	NYA
Accountability	> 43%	NYA
Non-police (Community Voluntary Service)	> 34%	NYA
Percentage of stakeholders who agree learning the lessons is a helpful tool to drive change in policy and practice	95%	71%

Priority 3: To improve confidence in police accountability

Percentage of young people likely to complain	67%	66%
Percentage of BME groups likely to complain	70%	68%

Priority 4: To be an efficient and effective organisation

To achieve a staff survey engagement score of	61%	59%
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Achieving target	Within 15% of target	More than 15% below target	Trend from previous month
			↑ Improved ↓ Declined → Stable

Outcomes framework

Priority 1: To work with others to improve the police complaints system

Outcome measure: We will work to improve all parts of the complaints system – both our own and that carried out by others – so it consistently deliver impartial, fair and evidenced based outcomes in a timely way.

Outcome measures

2017/18	Outcome measure	YTD Target	2018/19 target	2018/19 YTD actual	Source
705	Number of independent investigations started	487- 563	650-750	522	Perito
68%	% of independent investigations completed within 12 months		80%	78%	Perito
95%	% of end of investigation reviews ¹ result in a green health assessment ² , first time		87%	96%	QRU database

2017/18	Outcome measure	2018/19 target	2018/19 YTD actual	Source
68% (by end of Q4) ³	% of investigation and local resolution appeals completed within 35 working days	60%	67%	Perito
88% (by end of Q4) ³	% of non-recording, discontinuance and disapplication appeals completed within 25 working days	80%	77%	Perito
95%	% of appeals subject to quality review that met the quality threshold first time	80%	94%	QRU database
38%	% of investigation appeals upheld	< 38%	38%	Perito
36%	% of non-recording appeals upheld	< 36%	34%	Perito

Supporting measures

2017/18	Supporting measure	YTD Target	2018/19 target	2018/19 YTD actual	Source
83%	% of MOI decisions communicated to the appropriate authority within three days		To improve against previous year baseline	83%	Perito
95%	% of high priority ⁴ direct complaints forwarded to the appropriate authority within two days			98%	Perito
709	Number of independent investigations closed	531		540	Perito
31%	% of independent investigations completed within six months			31%	Perito
52%	% of independent investigations completed within nine months			58%	Perito
223	Reduction in the average number of working days to complete all investigations			215	Perito

2017/18	Supporting measure	2018/19 target	2018/19 YTD actual	Source
62%	% of appeals completed within 20 working days of receipt of all information (excluding validity appeals where no background papers received)	To improve against previous year baseline	69%	Perito

2017/18	Supporting measure	2018/19 target	2018/19 YTD actual	Source
32%	% of policing stakeholders who feel that the IOPC has an impact on improving the way the police deal with complaints ⁵	To improve against previous year baseline	NYA	Stakeholder survey
23%	% of complainants that were satisfied with the force handling of their complaint ⁶	To improve against previous year baseline	NYA	Annual Crime Survey: England & Wales

2017/18	Supporting measure	2018/19 target	2018/19 YTD actual	Source
27% [n125]	How satisfied, if at all, were you with the overall experience throughout the investigation with the IPCC / IOPC? (% fairly or very satisfied) ⁷	To improve against previous year	38% [n26]	User feedback survey
50% [n125]	How confident, if at all, were you that the IPCC's / IOPC's investigation finding was fair? (% fairly or very confident) ⁷		69% [n26]	User feedback survey
51% [n125]	To what extent would you say you personally agreed with the IPCC's / IOPC's final decision on your investigation? (% somewhat or completely agreed) ⁷		73% [n26]	User feedback survey
12% [n195]	How satisfied, if at all, were you with the overall experience throughout your appeal with the IPCC / IOPC? (% fairly or very satisfied) ⁷		17% [n46]	User feedback survey
14% [n194]	How confident, if at all, were you that the IPCC's / IOPC's decision on your appeal was fair? (% fairly or very confident) ⁷		13% [46]	User feedback survey
10% [n193]	To what extent would you say you personally agreed with the IPCC's / IOPC's decision on your appeal? (% somewhat agreed or completely agreed) ⁷		11% [46]	User feedback survey

Management information

2017/18	Management information	2018/19 YTD actual	Source
14	Average length of final report stage ⁸ for independent investigations (working days spent with decision maker)	13	Perito
62%	% of independent investigation first reviews ¹ completed within 42 days	39%	QRU database

2017/18	Management information	2018/19 YTD actual	Source
79%	% of high risk completed appeals reviewed	89%	QRU database
74%	% of medium risk completed appeals reviewed	89%	QRU database
64%	% of appeal quality reviews completed within 5 days	46%	QRU database
83%	% of appeals completed by admin within 15 working days (excluding validity appeals where no background papers received)	84%	Perito
52	Number of working days to complete DSI reviews	31.3	Sharepoint

¹ All investigations require an end of investigation review. First reviews are only completed on medium and high risk cases.

² A green health assessment indicates that the investigation has met our quality standards up to this stage. Any recommendations that are made will relate only to minor matters.

³ 2017/18 appeals timeliness targets were to achieve the target by the end of Q4 2017/18. Therefore, the month actual for March 2018 is reported for these measures.

⁴ Direct complaints are triaged by the Customer Contact Centre and those of a particularly serious nature, or complaints that need to be forwarded to the appropriate authority quickly, are categorised as high priority.

⁵ Stakeholder Survey data has been divided into three groups (and further sub groups where necessary); 'Police stakeholders', 'Others in the Police accountability framework' and 'Non Police stakeholders'. Stakeholder Survey results for 2018/19 are due at the end of the financial year.

⁶ Crime survey data is reported annually. Figures for the year ending March 2018 were published in July 2018. Figures for the year ending March 2019 are expected to be published in July 2019.

⁷ User feedback is collected quarterly and commenced in April 2017. 2017/18 figures are based on investigations and appeals completed between April 2017 and March 2018 (Q1 to Q4). These figures are now final.

Please note that, due to a time lag between the end of an IOPC investigation/appeal decision and when the survey response is received, results for Q1 2018/19 are provisional and may be subject to change. Please note that the sample size is currently small.

⁸ Final report stage is calculated from the date the report is sent to the decision maker to the date the decision maker approves the report.

Priority 2: To improve policing by identifying and sharing learning from our work

Outcome measure: 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.

Outcome measures

2017/18	Outcome measure	Stakeholder	2018/19 target	2018/19 YTD actual	Source
38%	% of stakeholders that think the IOPC is effective in raising standards in police forces ¹	Policing	> 38%	NYA	Stakeholder survey
46%		Accountability	> 46%	NYA	
30%		Non-police (Community Voluntary Service)	> 29%	NYA	
88%	% of stakeholders who agree learning the lessons is a helpful tool to drive change in policy and practice ²	All users	95%	71%	Learning the lessons bulletin

Supporting measures

2017/18	Supporting measure	Stakeholder	2018/19 target	2018/19 YTD actual	Source
50%	% of stakeholders who think that the IOPC is effective at ensuring the police learn from complaints ¹	Policing	> 50%	NYA	Stakeholder survey
43%		Accountability	> 43%	NYA	
34%		Non-police (Community Voluntary Service)	> 34%	NYA	

Management information

2017/18	Management information	2018/19 YTD actual	Source
86%	% of learning recommendations accepted ³	100%	OLRT

¹ Stakeholder Survey data has been divided into three groups (and further sub groups where necessary); 'Police stakeholders', 'Others in the Police accountability framework' and 'Non Police stakeholders'. The samples in both of the 2016 and 2017 studies are different and for some sub-groups are based on small numbers of stakeholders. Therefore, the purpose of the second study was to corroborate the top line findings that were revealed in the first study – which was the first stakeholder survey of its kind for the IOPC. Stakeholder Survey results for 2018/19 are due at the end of the financial year.

² The latest feedback data is for Learning the Lessons Bulletin (33) which was published in November 2018 and feedback was received in December. The figure is the percentage of responders who either strongly agree or agree that it is a useful tool to help drive change in police policy and practice.

³ In 2018/19, 5 recommendations have been made, 4 have been accepted and 1 is awaiting a response. In 2017/18, 60 recommendations were made. Of these, 38 have been accepted, 6 were rejected and 16 are awaiting response.

Priority 3: To improve confidence in police accountability

Outcome measure: 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.

Outcome measures

2017/18	Outcome measure	2018/19 target	2018/19 YTD actual	Source
70%	Percentage of young people likely to complain ¹	67%	66%	Public perceptions tracker
70%	Percentage of BME groups likely to complain ¹	70%	68%	Public perceptions tracker

Supporting measures

2017/18	Supporting measure	2018/19 target	2018/19 YTD actual	Source
7%	% of complainants – young people (24 years and under) ²	> 8%	7%	Quarterly complaints statistics
11%	% of complainants – BME groups ²	> 11%	12%	Quarterly complaints statistics
42%	% of young people that are confident the police deal with complaints fairly ¹	To improve against previous year baseline	40%	Public perceptions tracker
35%	% of public from a BME background who are aware of the IOPC ¹		39%	Public perceptions tracker

Supporting measures

2017/18	Supporting measure	Stakeholder	2018/19 target	2018/19 YTD actual	Source
24%	% of stakeholders who think the IOPC is improving the public's confidence in the police complaints system ³	Policing	> 24%	NYA	Stakeholder survey
39%		Accountability	> 24%	NYA	
28%		Non-police (Community Voluntary Service)	> 24%	NYA	

¹ 2017/18 figure is from combined Waves 1 to 6 online methodology, which includes a BME and young person booster sample in Wave 4 December 2017. Results for 2018/19 are the latest figures from Wave 7, 8 and 9 on-line methodology. The numbering of these waves has been changed to help indicate when they were run in the financial year, therefore Wave 9 became Wave 2.3. Wave 2.4 ran over 19-20 December 2018 and figures are shown in the above table.

² Police complaints statistics are reported quarterly. These figures are based on Q2 2018/19 figures. Figures for Q3 2018/19 will be available in January 2019.

³ Stakeholder Survey data has been divided into three groups (and further sub groups where necessary); 'Police stakeholders', 'Others in the Police accountability framework' and 'Non Police stakeholders (CVS)'. The samples in both of the 2016 and 2017 studies are different and for some sub-groups are based on small numbers of stakeholders. Therefore, the purpose of the second study was to corroborate the top line findings that were revealed in the first study – which was the first stakeholder survey of its kind for the IOPC. Stakeholder Survey results for 2018/19 are due at the end of the financial year.

Priority 4: To be an efficient and effective organisation

Outcome measure: 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.

Outcome measure

2017/18	Outcome measure	2018/19 target	2018/19 YTD actual	Source
57%	Staff engagement score ¹	61%	59%	Annual staff survey

Supporting measures

2017/18	Supporting measure	2018/19 target	2018/19 YTD actual	Source
6.89%	% of managers and leaders from BME backgrounds ²	14%	8.86%	HR
45%	% of staff who believe they have the ICT needed to do their job ¹	66%	39%	Annual staff survey
43%	% of staff who believe they have sufficient learning and development to do their role ¹	57%	47%	Annual staff survey
69%	% of staff who believe they have the right support to do their role ¹	75%	70%	Annual staff survey
88%	Complete FOI requests within the statutory timeliness standard (20 working days)	90%	94%	FOI Team
67%	Complete requests made under Data Protection Laws within the statutory timeliness standard (40 calendar days)	90%	93%	FOI Team
82%	Respond to parliamentary requests for information within 10 working days	90%	67%	Policy & Public Affairs
85%	Complete staff complaints within 20 working days	90%	59%	IIU

Management information

2017/18	Management information	2018/19 YTD actual	Source
2.8%	% staff absence	2.89%	HR
10%	Staff turnover rate	9.61%	HR
93%	% of operational staff completing cultural bias and diversity training ³	93%	L&D
43%	% of investigative staff with accreditation within 24 months of start date	49%	L&D
473	Number of complaints about staff	309	IIU
6% [n24]	Proportion of staff complaints upheld	12% [n38]	IIU
TBC	% of staff with personal development plans in place	NYA	HR

2017/18	Management information	2018/19 MTH actual	Source
56%	I am proud when I tell others I am part of the IOPC (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey
47%	I would recommend the IOPC as a great place to work (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey
43%	I feel a strong personal attachment to the IOPC (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey
70%	My work gives me a sense of personal accomplishment (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey
61%	I feel valued for the work I do (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey

82%	I understand how my work contributes to the IOPC's objectives (% slightly or strongly agree) ⁴	NA	Monthly IOPC Staff Survey
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¹ 2018/19 results are from the annual IOPC staff survey that closed on 31 October 2018.

² Based on Grade 14 and above, excluding non-executive members of the IOPC Unitary Board. Our report on the ethnicity of IOPC staff is carried out on a quarterly basis. Results shown are for Q2 2018/19.

³ Percentage of staff who have completed the 'Dignity at Work' or 'Managing a diverse workforce' training courses, or completed both of the e-learning courses 'Equality and diversity' and 'Unconscious Bias'. This figure is based on all IOPC staff excluding new starters on their eight week induction programme and non-executive members of the IOPC Unitary Board.

⁴ The IOPC conducts a monthly 'pulse' survey using a random sample of 100 individuals across the organisation. 2018/19 monthly results are compared to 2017/18 annual staff survey results. The 'pulse' survey did not run October to December due to the organisation-wide staff survey, which took place in October 2018.