



Business Plan 2022/23

Contents

Foreword and introduction	4
Foreword	4
Introduction	6
Mission and vision	8
Values	10
Our work	12
Awareness and confidence	12
Overview	13
Key results	14
What we will do in 2022/23	14
How we will measure our progress	17
Accountability	18
Overview	19
Key results	20
What we will do in 2022/23	20
How we will measure our progress	23
Leading improvement	24
Overview	25
Key results	26
What we will do in 2022/23	26
How we will measure our progress	29
Performance	30
Overview	31
Key results	32
What we will do in 2022/23	32
How we will measure our progress	35
Funding and risk	36
Funding	36
Risks	37

Director General's foreword

Welcome to our first annual business plan for our new corporate strategy 2022-27, 'Building trust and confidence in policing'.

This plan sets out what we will deliver in the first year of our five-year strategy. Each year, we will publish a new business plan setting out how we will work towards our vision that everyone can trust and have confidence in the police. We have set out an ambitious business plan for 2022/23 despite the challenging financial environment.

We want to build on the successes from our first strategy, such as improved timeliness in our investigations, frequent and effective learning recommendations, targeted stakeholder engagement and an authoritative voice on policing issues. Internally, our people survey results showed an increase in staff engagement scores, improved tools for staff to do their job, and a well-managed response to the COVID-19 pandemic.

This financial year we will continue to focus on our operational performance. We know our work is becoming more complex, so we have invested in our investigations and casework teams to make sure they have the necessary capacity and skills to meet this increasing demand. We have also instigated a plan to improve the performance of our reviews process given the increased volume and complexity we now face. To track progress of that plan, we have established new key performance indicators to monitor performance.

We continue to identify issues having the most impact on public confidence. This year we have continued to invest in our thematic focus on race discrimination. We have also made new investments in our work looking at violence against women and girls, which remains a pressing concern for ourselves and the public. Work in this area will focus on abuse of power for sexual purpose and police perpetrated domestic abuse.



We have set out an ambitious business plan for 2022/23 despite the challenging financial environment

The majority of complaints made against the police will continue to be handled by forces themselves. We will increase our oversight of case handling; sharing good practice, issuing advice and guidance, and making recommendations for improvement where needed. We will further improve the way we gather and use evidence, making the best of the valuable information we gain from all our work. We want to use this evidence to make the right decisions and to focus on issues of most concern to the public.

I am grateful to our colleagues for their commitment to the valuable work they do, and their efforts day in and day out, on what can often be challenging and distressing cases. This does not go unrecognised. I would also like to thank our Unitary Board who continue to advise and challenge me and importantly, have helped to shape this plan.

I am excited about the year ahead. We have set ourselves challenging but achievable targets, and we look forward to reporting back to you on the impact we continue to have.

Thomas Whiting

Tom Whiting
Interim Director General

Introduction

Who we are

This is the first year of delivery against our new Corporate strategy 2022/27 and our four new strategic objectives:

- awareness and confidence: people know about the complaints system and are confident to use it
- accountability: the complaints system delivers evidence based, fair outcomes which hold the police to account
- leading improvement: our evidence and influence improves policing
- performance: being an organisation that delivers high performance.

This Business plan explains what we hope to achieve under each strategic objective over the coming year, the work we will deliver and how we will monitor our progress. Our strategic objectives explain how the Director General and the Unitary Board deliver their statutory functions, which are set out in sections 10 and 10A(1) of the *Police Reform Act 2002*.

Our Unitary Board developed and agreed our Business Plan. They will oversee its delivery, together with our committees on audit and risk assurance, and people and culture, providing challenge and direction to our work.

We will continue to be open and transparent about our performance. We have committed to and will report against the key performance indicators set out in this plan. We also monitor a range of measures across the police complaints system, which we do not fully control, but will work with others to influence. These measures provide important insight into how the police complaints system is performing and what people think about it.



We publish monthly performance reports and other information about our work on our website. For the Home Office, Home Secretary and Parliament, we provide ongoing assurance that we are delivering the things we said we would and we are using our resources effectively and efficiently.

Each year we publish our annual report. This accounts for our performance against our business plan. Our annual impact report demonstrates how our work makes a difference and the ways we are influencing policing practice.

Mission and vision

Our mission is:

improving policing by independent oversight of police complaints, holding police to account and ensuring learning effects change

Our vision is:

that everyone is able to have trust and confidence in the police



Values

Our values were developed by our staff and underpin all our work. The values influence the work we deliver and our interactions with service users and stakeholders. Our staff, now and in the future, will be guided by these values and we will consider how well we reflect these through surveys and engagement activity.



Seeking truth

We feel privileged to be the custodians of the police complaints system. We value the trust of the public and police and commit to being just and fair in uncovering the truth. We recognise a just outcome relies on being unbiased and transparent in getting to the truth of what happened.



Inclusive

We have an inclusive culture. We are fair and impartial in our treatment of all individuals. We work across boundaries, both internal and external, collaborating and building strong relationships.



Empowering people

We believe everyone should be a leader and play a part in shaping the direction of the organisation. We provide a supportive and challenging environment where people can thrive and reach their potential. We trust our people to do the right things. We encourage calculated risk taking and evidence-based decision making. Where genuine mistakes are made, we will support people and identify opportunities for learning and improvement. We make sure that people can make complaints without experiencing unfair treatment.



Being tenacious

Our work requires us to be bold, resilient and committed to making a difference to the public. We take our duties as public servants to heart and our dedication is reflected in our work. We meet challenges with perseverance to attain individual and organisational goals.



Making a difference

The value of our work is not defined solely by volume, but by the impact our work has on policing and public confidence. We define quality by how well our work meets our service users' needs. We focus our efforts on areas that make a difference to our communities.



Awareness and confidence

Strategic objective:

People know about the complaints system and are confident to use it

Overview

Encouraging public awareness of, and engagement with, the police complaints system is a priority for us. The public must know they can raise concerns about the conduct of the police, or dissatisfaction with the service they receive, and that their concerns will be dealt with appropriately.

We will ensure the information, guidance and support that we, police forces and police and crime commissioners offer about the police complaints system is more accessible for all who have cause to use it. This will include working towards a tailored support offer for service users with additional needs.

Improving and maintaining public confidence is one of our core statutory duties. We know that events beyond our control can have a significant impact on public confidence. Our work requires us to communicate challenging messages for policing, which at least in the short term, can impact on public perceptions of police legitimacy. What we can do to build confidence and awareness in the complaints system is to engage with communities and stakeholders to better understand what drives public confidence in different communities, use this insight to inform and make public-focused choices about our work. Achieving this will require concerted and coordinated effort from all those who deliver and oversee policing. Policing cannot improve unless the issues that are of concern to communities are listened to and acted on.

Our efforts to increase engagement in our previous strategy have improved awareness of the IOPC, particularly among Black communities and young people who have least confidence in the police complaints system. In 2021/22 we held more than 300 stakeholder meetings to listen to issues of concern in communities and to tell them about the work we are doing. We want to go further this year and collaborate with stakeholders on more of our work. This will help to better inform the cases we investigate independently, how best to oversee and improve how police forces handle complaints, and shape the recommendations we make to improve policing.

Key results

1. **The police complaints system is trusted to tackle concerns appropriately.**
2. **Those with lower confidence in policing are willing and able to access the complaints system to raise their concerns.**
3. **Arrangements are in place (such as information, guidance and support) which make it easy to raise a complaint.**
4. **Understanding of community concerns has shaped the work we do.**

What we will do in 2022/23

Service improvement and awareness

We will:

- introduce a new team to provide dedicated support to service users with additional needs, for example where service users are particularly vulnerable (such as people who have experienced domestic abuse or people with mental health conditions), so that we can provide more tailored support and work more effectively with other agencies
- monitor performance of the complaints system (using data, research and outcomes of reviews and referrals), intervene where the required standards are not being met and produce an annual report on outcomes from our independent investigations to increase awareness of how our work is improving policing
- respond to approximately 75,000 requests for information, advice and guidance received each year by our customer contact centre. We will continue to learn from our own mistakes by investigating and responding to complaints about our service within 20 working days. We will explain why when this is not possible and set out how long we think it will take.
- continue to collect, analyse and report on our public perceptions tracker to help us understand the reasons for, and respond to, changes in public confidence throughout the year

Communications

We will:

- share information about our work with the public through a range of channels and campaigns by:
 - delivering a social media strategy to increase our visibility with harder to reach audiences
 - focusing our communications on key thematic areas, including publishing case summaries, investigation outcomes, IOPC and police performance, research data and learning recommendations, to establish the IOPC as a recognised leader on police accountability and issues impacting public confidence in policing
 - publishing more reports and documents in Welsh and other regularly requested languages to maximise the reach and accessibility of our work
- build a new website to make finding information and guidance easier. The website design will offer greater accessibility using technology to cater for speakers of other languages and people with visual impairments, and the content will show improved sensitivity to the needs of our diverse audiences.
- hold information sharing events with stakeholders and community members working with low confidence groups to continue to improve awareness and access to the complaints system.

Thematic work

We will:

- carry out targeted oversight of force handling of matters involving police-perpetrated domestic abuse and violence against women and girls. We will use those findings to influence other's work in this area and issue recommendations and guidance as required
- conduct research into what impacts confidence of women and girls in policing and the barriers to making complaints
- work closely with our new Race Discrimination National Advisory Group to help us shape our thematic work and act as a to provide challenge and constructive feedback. The advisory group will provide advice on issues identified in IOPC cases and on potential areas that we need to explore, the actions needed to drive or embed change, and how to maximise the impact of our race discrimination thematic work.

Stakeholder engagement

We will:

- implement a new stakeholder engagement strategy focused on raising awareness of the IOPC and complaints system by:
 - delivering bespoke community engagement plans across England and Wales
 - understanding and responding to issues which affect confidence (especially in low confidence groups) in policing
 - promoting opportunities for co-production and partnership working through the development of a new central stakeholder information management system
- engage regularly with staff associations and unions representing police officers and police staff at all levels to better understand the views of their members, where we can improve and where we can collaborate further.
- work with our Youth Panel to raise awareness of the IOPC and police complaints systems among low confidence groups, and advocates working to support them by:
 - offering a programme of peer-to-peer sessions with young people and sessions with police officers, staff and other professionals, to raise awareness of the IOPC and police complaints system
 - running a new youth-led survey, gathering the views and lived experiences of thousands of young people on policing and police complaints. The results of the survey will be used to create national recommendations for change.
- conduct a review of how forces and local policing bodies are ensuring the complaints system is accessible to everyone and how they support and help people who complain to understand and participate in the process. We will make recommendations for improvement and share good practice.

How we will measure our progress

We will aim to:

- increase awareness of the IOPC by 10% (as measured by our public perceptions tracker. Information from our Public Perceptions Tracker 2021/22, when asked “Have you heard of the IOPC?” positive responses received: Overall – 55%; 18-24 year olds – 40% and Black, Asian and minority ethnic respondents – 57%.)

We will also monitor and respond to:

- the proportion of people from Black, Asian or minority ethnic background, young people and women who are confident that the police deal with complaints fairly
- the proportion of police complaints made by people from a Black, Asian or minority ethnic background, young people and women



Accountability

Strategic objective:

The complaints system delivers evidence-based, fair outcomes which hold police to account

Overview

Our work holds the police to account in an impartial, fair and evidence-based way. We do this by independently investigating complaints and serious incidents, setting standards, and holding the police to account for how they respond to complaints from the public. We review police force handling of complaints and local investigations into death and serious injuries - making suggestions to change those outcomes when necessary.

We cannot reasonably champion improvement across the complaints system if we do not focus on our own processes and outcomes. A key focus for the past three years has been improving our timeliness by increasing investigations completed within 12 months from 68% in 2018 to 90% in 2021/2022. Our focus this year will be to maintain timeliness of our investigations, while increasing quality and understanding service user needs.

In the last year, we also saw the impact of legislative changes, resulting in a significant increase in review caseloads in our national operations teams. This has impacted our turnaround times for service users requesting a review of the police handling of their complaint.

To meet the challenge of the nature and increase in caseloads we are heavily investing in our operations workforce, increasing the number of investigators in our organisation to maintain timeliness and the service we provide. We are committed to continuing to meet our service user standards [LINK] and quality assurance framework, which will be expanded beyond our investigations work this year. We are also focusing on

our national operations teams' areas to support them in improving timeliness of reviews (to meet satisfactory levels by 2024). We will work to ensure processes are improved to best meet the needs of the public, now and in the future, and to improve outcomes for service user.

As part of our longer-term strategic plan 2022/27, we will increase our response to issues that significantly impact public confidence. This year we will put resources in place to better understand discrimination and violence against women and girls. As with our current work on race discrimination, our response may include taking on more cases independently, robust assessment of how police forces handle complaints in this area, independent research, and work with stakeholders to better support complainants.

The meaningful engagement and collaboration with stakeholders and communities discussed above will help us identify the issues we need to focus on, and the best mix of work to respond to risks to public confidence. This mix of work will help the IOPC build a more powerful body of evidence than a single investigation could generate. This will enable us to make informed recommendations to improve policing and provide assurance to the public on those areas of greatest concern.

Key results

1. **We oversee timely, high-quality and consistent handing of complaints by police forces.**
2. **The IOPC and PCCs conduct reviews that encourage organisations to provide user-focused outcomes in circumstances where complaints have not been resolved locally.**
3. **The IOPC conducts high-quality, timely investigations that address the most serious and sensitive matters.**
4. **Our work demonstrates a deliberate and agile response to issues that affect confidence in policing.**

What we will do in 2022/23

Operations

We will:

- review approximately 5,900 cases, which we expect police forces to refer to us this year, and decide how they should be investigated
- independently investigate the most serious misconduct and corruption cases involving the police. This includes cases involving potential breaches of Article 2 of the European Convention on Human Rights. (Article 2 of the European Convention on Human Rights states that everyone's right to life shall be protected by law.)
- handle just under 1,800 anticipated requests for review from members of the public dissatisfied with the way the police handled their complaint. Make recommendations to change outcomes when necessary
- review approximately 950 cases involving a death or serious injury following police contact investigated by the police, to assess if they have been handled appropriately and the right outcome was reached

- implement a programme of improvement for our national and core investigations teams to address performance in how we deal with reviews and investigations. We have invested in this to ensure the right processes and sufficient resources are in place to meet the growing demand for, and complexity of, reviews resulting from changes introduced in 2020. (As well as recasting the IPCC as the IOPC, the *Policing and Crime Act 2017* also set out changes to the wider police complaints system – including providing the IOPC with additional powers. The majority of changes that affected the IOPC took effect in early 2020. More information can be found on our website.)
- publish revised guidance for police witnesses on the duty to cooperate with IOPC investigations and work with staff associations and other policing stakeholders, setting out clear expectations for all parties.
- conclude our investigation into the Hillsborough tragedy and create a dedicated website for the public to access more information about our work and findings. As a part of this, we will convert material from our investigation into a format that can be viewed digitally and assess and process all the records taken in or created to ensure we comply with the *Public Records Act 1958* and preserve material for future public access

Quality

We will:

- prioritise timeliness, but with an increasing focus on quality to make sure outcomes meet our users' needs. We will:
 - invest in a team dedicated to operational policy, standards and guidance. This will develop and improve our Operations Manual content to support consistent practice and high-quality decision making (Our internal Operations Manual contains the guidance, templates and documents that staff need in order to carry out our operational work.)
 - review and improve our processes for managing the post-investigation caseload and work with others to improve timeliness of proceedings which follow our investigations. As a part of this, we will implement post-investigation minimum standards, ensuring that service users continue to receive a high-quality service, even after an investigation has concluded
 - embed restorative practice techniques to help IOPC colleagues have more effective conversations with stakeholders and service users, focusing on finding solutions to problems and gathering feedback for future learning

- implement a new quality assurance framework for our major investigations work. Service users involved in some of our most serious and complex cases will benefit from greater quality assurance of our work
- retain our Customer Service Excellence® accreditation for a fourth year and explore ways to further show our commitment to the quality of the service we provide

Accountability

We will:

- present cases at disciplinary hearings resulting from independent investigations where the police force disagrees about whether a hearing is needed or for reasons of public confidence in the system
- oversee and improve standards in how complaints are locally handled by police forces and support local policing bodies to deliver their review function
- drive up standards in how complaints about discrimination are handled by issuing advice and guidance on best practice and intervening where the required standards are not being met. We will also issue guidance on decision making in our own work
- respond to concerns raised about features of policing that are harming the public, working with the College of Policing and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to investigate and recommend improvements to policing in response to super-complaints.
- develop internal decision-maker guidance and implement training to improve our effectiveness at understanding and identifying issues of discrimination and bias, and making consistent decisions.

How we will measure our progress

We will aim to:

- complete 85% of investigations within 12 months (excluding major investigations. Major investigations are large-scale, complex investigations that would take significant capacity from within our regional operations team. These are managed by our Major Investigations Directorate.)
- complete 33% of investigations within 6 months (excluding major investigations)
- decide on the mode of investigation for 80% of cases referred to us within 3 working days
- ensure the average time taken to complete a review is 134/154/164/150 working days (for quarters 1-4 respectively) from receipt of background papers, while we complete our improvement work
- make sure the average time taken to review a locally investigated death or serious injury investigation is 30 working days from receipt of background papers

- complete 75% of the major elements of the implementation of our Quality Plan for 2022/23.
- we will train operations and legal staff on our quality standards. These standards incorporate our legislative and regulatory requirements, and service standards. The quality standards measure how well IOPC staff working on independent investigations and reviews meet the promise to our service users about what they can expect from us.
- conduct a quality supervision review to identify the relative areas of strength and weakness in case supervision within the IOPC. This provides an essential quality control function when conducting independent investigations.
- deliver reporting products, procedures and governance so senior leaders can effectively manage and directly adhere to our minimum standards

We will also monitor and respond to:

- the proportion of investigations where the recommended outcome procedure is concluded within 12 months of our final report
- the proportion of reviews upheld by the IOPC and local policing bodies
- timeliness of police force complaint handling
- timeliness of local policing bodies' review handling
- outcomes of public complaints
- outcomes following IOPC investigations (proportion of case to answer findings proven)

Leading improvement

Strategic objective:

Our evidence and influence improves policing

Overview

The work we do to track public perceptions of the police complaints system consistently informs our work. This will continue to be our measure of success in implementing learning and leading improvement across policing and the complaints system.

We acknowledge the importance of accountability for implementing learning and welcome the Home Office Affairs Committee report. The full report is available on the UK Parliament webpage: Police Conduct and Complaints - Home Affairs Committee. It recommended we proactively call to account those responsible for delays or who refuse to co-operate with investigations. We have also outlined above our plan to publish revised guidance for police witnesses on the duty to co-operate.

Using our unique position as an independent body, we want to develop a stronger, trusted, and authoritative voice to persuade policing to change where needed. We will continue to highlight good practice, using publications such as our annual impact report and death statistics report to show where improvements have been made. We will work to persuade chief constables, police and crime commissioners and others to implement our recommendations.

We will use evidence we gather and our expertise to input and influence ongoing inquiries concerning violence against women and girls, including the Casey and Angiolini reviews of policing and to highlight areas for improvement. (Baroness Louise Casey is leading an independent review into the Metropolitan Police's culture and standards following the murder of Sarah Everard. Rt Hon Dame Elish Angiolini QC is leading a two-part inquiry to address the issues raised by the murder of Sarah Everard.) We will invest resources in our oversight team to explore police force handling of complaints and misconduct cases involving violence against women and girls. We will increase our oversight and share learning from these cases.

Through the activities set out in our first two strategic objectives, we will make sure our work continues to tackle issues such as corruption and poor conduct. We will focus not only on the behaviour of individuals, but also on systemic issues around policy, training, practice, leadership, and culture.

Key results

1. **We see evidence of improvements in policing policy, practice, and culture as a result of our work.**
2. **We influence and convene a range of partners to work with us to influence change.**
3. **The IOPC is recognised as a leader in improving policing and a trusted, accurate and independent voice.**

What we will do in 2022/23

Working collaboratively

We will:

- work with the College of Policing, HMICFRS, the Home Office and others, to respond to areas of concern in policing and improve implementation of our learning recommendations
- work with the College of Policing, using evidence from our work to support the review and implementation of a revised code of ethics for policing
- collaborate with HMICFRS on inspections that better address our recommendations and track the impact of our work on frontline policing
- engage regularly with regional professional standards departments, at local policing body meetings, and at events for complaint and review handlers to understand what is working well and not so well. We will produce guidance and publications to share effective practice and improvements in complaints handling standards.

Influencing policing

- make high-quality recommendations to improve police practice, leadership, and culture in response to individual cases and evidence from our thematic focus on race discrimination and violence against women and girls (VAWG).
- continue our focus on race discrimination by overseeing the implementation of our learning recommendations. These were identified throughout work on race discrimination and made to encourage good practice and change nationally
- introduce our next thematic focus – (VAWG). We will identify issues and improve policing in this area by:
 - identifying and sharing learning from VAWG cases to improve policing practice and prevent future harm
 - making sure the public understands our role regarding the police handling of VAWG cases and increasing our oversight of the handling of cases involving VAWG, including victim engagement and treatment, referral, and casehandling
 - improving our perceived and actual operational effectiveness in dealing with matters related to VAWG. Developing our existing expertise on handling investigations and reviews concerning domestic abuse, abuse of position for a sexual purpose, and stalking. Make sure our staff understand the wider societal issues of vulnerability, bias, misogyny, and structural discrimination, and can communicate about these issues effectively

Publicising our work

We will:

- publish three issues of our Learning the Lessons magazine - including a special edition focused on discrimination which will include key findings from our work, case studies, articles, examples of best practice and recommendations to drive improvement. The two remaining issues will focus on abuse of power for sexual purpose and call-handling. We will implement plans to ensure our magazines reach more front-line police officers
- produce our annual impact report which demonstrates how our work makes a difference and influences improvements to policing practice
- publish annual deaths statistics report for England and Wales. This will inform discussions between police forces and stakeholders, including the ministerial boards on deaths in custody, to enable cross-government and multi-agency work, preventing further deaths in or following police contact where possible
- collect, analyse and publish data on complaints from all police forces to inform our oversight of the system. This includes publishing annual police complaints statistics for all police forces in England and Wales. We will also continue to review and improve the data we publish

- establish our role as a leader in improving policing by highlighting and sharing good practice with forces and local policing bodies. For example, the IOPC being the recognised authority on police-related road traffic incidents that can advise on how to reduce the number of death and serious-injury incidents. This will be achieved by informing and influencing policing practice through a learning-based approach.
- support our subject matter networks to develop specialist knowledge and provide advice and guidance to our colleagues and stakeholders to improve both our own and police practice. This includes ongoing work on the implementation of new legislation on police driving as part of the *Police, Crime, Sentencing and Courts Act 2022*.

How we will measure our progress

We aim to:

- ensure 80% of our paragraph 28A learning recommendations are accepted by police forces. (Paragraph 28A recommendations can be made by the IOPC under Schedule 3 of the *Police Reform Act 2002*. We can recommend a change to local or national policy, guidance, or training to improve practice or prevent a recurrence of something that went wrong. Police forces and organisations must respond to paragraph 28(a) recommendations within 56 days and both recommendations and their responses are published on our website.
- increase by 3% the mean (or average) number of policing and accountability stakeholders who think we are effective at sharing learning to improve policing practice



Performance

Strategic objective:
An organisation that delivers high-performance

Overview

We regard ourselves as a good employer and a place where people want to work. This has been further evidenced by our response to the Covid-19 pandemic. It is key that our staff remain motivated, engaged and proud to work for the IOPC. Our recent 2022 staff survey has showed improvements in engagement, and our staff focus in 2022/23 will be to improve our welfare offer and support for staff.

The IOPC aims to be recognised as a value driven organisation, reflecting and representing the communities we serve. We are committed to demonstrating equality and inclusion externally and internally. This will be the second year that we run our aspiring professionals programme. The programme provides a development experience to people from diverse communities that are often hard for us to reach or are underrepresented in our organisation. With 42% of 2021/22 recruits going on to secure longer term employment at the IOPC, our programme has provided people with real job opportunities

While we are retaining our goal of being a great place to work, our new strategy calls for an additional focus on enabling high performance and supporting change. It is essential our staff have the skills and experience they need to perform well to successfully deliver our strategy. For example, we are revising our investigators' training and accreditation to ensure it withstands external scrutiny, and is comparable to the professionalising investigations programme (PIP) 1 and 2 from the College of Policing.

It is crucial staff not only have the skills, but also the tools to perform well. We have seen great success from the creation of an internal service desk, disaggregation, and move to remote storage of our documents.. These have increased efficiencies and enabled smarter working for staff. This year there will be more to do to improve our core systems, to ensure we are productive and effective in what we do. Our focus is on introducing system changes, better integrating our records and case systems, to encourage more collaborative working.

We are also investing in better data governance. This will support the organisation to better understand and use our data, generating the evidence we need to deliver our other strategic objectives. Standardisation and efficiencies across data use and analysis will also produce time savings, allowing us to improve our service internally and externally.

In line with our commitment to government sustainability ambitions, we will use the opportunities and demands that have emerged after the Covid-19 pandemic to manage our estates in the most effective way. Our recruitment practices and hybrid working offer will also support the Government's Places for Growth programme.

Key results

1. **Senior leaders act in line with our values and have a clear plan for the future.**
2. **The IOPC is a great place to work for our people.**
3. **We develop capabilities in the future that will enable high-performance.**
4. **We will make intelligent use of information and data.**
5. **We will use our resources in a cost-effective and sustainable way.**

What we will do in 2022/23

Leadership

We will:

- complete our leadership development centres to assess the behaviours and skills of our managers in line with the leadership charter, resulting in bespoke development programmes, to increase Leadership performance, capability and credibility.
- Implement our people strategy to support high performance, embedding our Leadership charter, completing workforce planning to deal with a shifting talent market, and embedding a supportive, respectful, developmental culture for all colleagues now and for the lifetime of our strategy

- develop and implement our equality, inclusion and diversity (ED&I) strategy. This will make sure ED&I underpins all our work and leads the IOPC towards becoming a culturally competent organisation. (We use the term “cultural competence” to describe the knowledge, attitudes and skills required to demonstrate sensitivity and empathy when working with others from different backgrounds, which feeds directly into our work.) For example, we will start work to reduce our gender and ethnicity pay gap and report on our progress, offering assurance we have a diverse and fair workplace
- implement recommendations set out in our response strategy to the Home Affairs Select Committee report and embed findings into our future plans, respond to the findings of the periodic review of the IOPC, and plan and implement agreed recommendations.

Staff development, performance and wellbeing

We will:

- embed our wellbeing strategy to improve our offering and improve areas highlighted in the staff survey 2022, such as reducing work related stress
- develop a new programme of accreditation for investigators. This is an opportunity to streamline our process, enhance credibility externally and increase staff engagement, career development and retention
- create a new career grade development pathway for investigators. (Career grades are linked grades that allow colleagues to progress without the need for formal promotion.) We will recognise the experience and skill of colleagues in operational roles, enhancing their credibility and increasing our offer to new starters in operations
- develop and set up our new applicant tracking system which will improve our ability to attract candidates, provide a seamless application process, be able to monitor applicant demography, and streamline our internal processes


Developing our capabilities and infrastructure

We will:

- begin to embed our data strategy to make sure our data is sufficient to meet our objective to be a data-driven organisation by promoting cultural changes and innovative approaches to work
- invest in a specialist data governance team to support the delivery of our data strategy and:
 - improve the quality of our data end-to-end
 - build a strong data culture, making sure everyone is working to the same standards/metrics and increasing the likelihood of successful embedding of data projects
 - make sure we are doing the right things and the work we do is data-led, achieving Strategy 2 key performance indicators
- deliver our electronic documents management system project to make it easier for the organisation to create, store and manage our records. We will offer more sophisticated record repositories that allow us to comply with records management good practice
- develop and implement our new case management system to coordinate all operations activity and support our work to complete case reviews in a timely fashion.
- begin work to implement our new technology and digital strategy, making sure that we “get the basics right” with the current technology tools we have, increasing our capability as a modern digital business and achieving our cyber essentials plus accreditation to help guard against a cyber-attack
- complete essential changes to our operation’s manual platform, using this opportunity to optimise our content and its accessibility
- roll out work to ensure we comply with government standards and bolster internal controls
- set our estates and new ways of working strategy into motion, making sure we are making the best use of our estate in line with the Government’s Levelling Up agenda.
- undertake a mid-year strategic review of our spending to make sure our aspirations match our available resources

How we will measure our progress

We will aim to:

- achieve a staff engagement score of 69% (as measured by our annual staff survey)
 - ensure that 80% of our investigators achieve accreditation within 24 months
 - improve the proportion of our people, including managers and leaders, from a Black, Asian and minority ethnic background towards representation which matches the demographics of urban areas (as measured by census 2021 data).
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Funding and risk

Funding

We are funded by the Home Office through grant in aid.

In 2022/23, the IOPC will receive revenue funding of £69.645m. Budgets will be delegated to directors who will be assigned to deliver the projects and other work set out in this Business plan.

IOPC 2022/23 budget	£m
Private office group	1.298
Operations	28.570
Legal	4.022
Strategy and impact	11.071
Corporate services	6.571
ICT	8.254
Estates	6.704
Hillsborough operations	3.205
Income	(0.050)
GRAND TOTAL	69.645

Risks

The IOPC continues to be exposed to a wide range of risks. To manage the risks associated with delivering the work set out in this Business plan we will continue to use our risk management framework. Our audit and risk assurance committee oversees the framework and supports us to identify, assess and manage emerging and changing risks. The framework includes our risk management policy, which we update regularly to reflect changes in how we carry out our work. It also includes our risk appetite statement, which allows us to consider which activities we will undertake and the levels of risk we are prepared to accept to drive activity forward.

We will be managing risks that have the potential to reduce our ability to achieve our strategic objectives in the following key areas:

Resourcing

This year

We have a flat cash settlement this year set against once-in-a-generation inflation, a challenging job market, and increasing demand and complexity across our work. As most of our spending is on our staff there is a risk that if we are unable to recruit successfully, we may struggle to spend our budget. The real terms reduction in our funding may also result in an inability to meet market salary requirements to attract and retain high-quality staff.

As we cannot compete financially, to mitigate this risk we will retain the skilled and experienced colleagues we have and encourage them to build a career with the IOPC. We will review career progression opportunities for our investigative staff to better reward expertise and create longer-term careers for colleagues. We are also continuing to invest in training and development for all colleagues, as well as enhancing our management and leadership development opportunities.

Future years

We are expecting flat cash settlements in the coming years and therefore we will need to carefully consider our spending to see where efficiencies can be made for future years – if not, our ability to invest in key areas of our strategy will be further reduced.

This year we will develop a strategic spending and efficiency plan to ensure we can continue to make efficiencies and fund necessary investments.

Demands on the IOPC

Operational pressures

The complexity of our core operational work continues to increase. The nature of our caseload is also changing. Case factors such as race discrimination, abuse of position of sexual purpose, mental health and domestic/gender abuse are appearing more frequently. This is resulting in more multi-strand investigations, higher volumes of digital evidence and the need to support more vulnerable witnesses. This affects our ability to complete investigations in shorter timeframes and in turn, creates pressure elsewhere in the system, for example, the need for police forces to source and share evidence, particularly digital material (such as CCTV footage).

Demand in the system continues to grow, with referral numbers increasing in 22/23 and an additional 500 referrals expected this year compared with 2021/22. We are also carrying a large post-final report caseload because of delays elsewhere in the system, exacerbated by the pandemic.

We have invested and are recruiting to increase capacity to backfill high turnover in some areas, but resources will take time to onboard, train and become operational. We expect 22/23 to be a challenging year for us in terms of delivery. The measures and targets we have set are, in our view achievable. but further fluctuations in demand, the nature of our work and the job market could present a risk to these goals.

Reviews

The current backlog in our reviews workload risks having a negative impact on service users and the resulting focus on timeliness may impact on our ability to maintain quality and consistency across our operational business, undermining our accountability objective.

We have already developed a turnaround plan and are investing in significant recruitment to help improve the experience of service users as quickly as possible. We are also reviewing our processes to streamline and simplify them, where possible, to ensure that performance improvements are maintained even if external circumstances change.



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:

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Instagram: **@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.

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