



**Business Plan** 2023/24

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# Foreword

## Welcome to our annual Business plan for the second year of our Strategic plan 2022-27 'Building trust and confidence in policing'.

Our five year strategy is ambitious. Evidence suggests that levels of trust and confidence in the police in England and Wales have declined in recent years, at a time when the cases we investigate and review are becoming more complex. There have been several high-profile inquiries, some of which we have been involved in, which have been critical of policing and police culture.

The principle of policing by consent relies on the trust and confidence of the public. We have a unique role to play in maintaining and building that trust and confidence by overseeing the police complaints system and independently investigating the most serious and sensitive incidents and allegations involving the police in England and Wales. We want to increase our impact as an organisation, looking at how we can make our oversight of police forces more proactive, as well as holding policing to account and using learning from our work to highlight where improvements are needed.

Accessibility of the complaints system is also important. We will raise awareness of how to make a complaint and work towards making sure that all communities are able to access the complaints system and have confidence in it.

It is paramount that the public have confidence in us. We have made positive strides in our own work. We have supported Baroness Casey's stark

review of the standards of behaviour and internal culture of the Metropolitan Police Service. The review highlighted a number of issues in how the force interacted with communities, particularly describing it as 'failing women and children'.

We continue to concentrate our efforts on investigating the issues in policing that are of most importance to the public. We recognise that trust and confidence vary by ethnicity and gender. We continue to respond to the key issues that undermine trust in policing from lower confidence groups.

We are focusing on two thematic areas this year - violence against women and girls, and race discrimination. We will publish findings on our work in these areas and make learning recommendations to forces so that good practice is shared across the policing system. We cannot do this alone, so we will continue to work with the police and others to identify how learning can be embedded. We will develop a new approach to understanding issues affecting public confidence. We will also look at how we can use our different functions to best respond to the issues which concern the public.

Our new communications and engagement strategy will be embedded this year. It will improve how we engage and involve communities and stakeholders in our work and allow us to be more vocal and proactive with the issues we have identified. This will help us demonstrate our independence and the impact we can have.

We will build on our improvements made

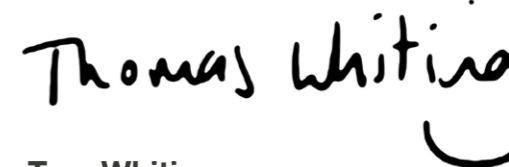
to operational performance over the last year. We will begin a new programme to improve the ways that we deliver our investigations. This will allow our investigators to better manage demand, tasking and capacity. We will continue focusing on our service users and the quality of experience they receive.

To enable us to do all this, we have to give our staff the right tools and have the right processes in place. We will deliver new systems to the organisation and improve the way we use the data we hold. Alongside this we will develop our people, making sure our workforce is agile and able to respond to future challenges. We look forward to setting ourselves up to succeed and continuing our progress towards our strategic objectives.

We have set out this ambitious Business plan for 2023/24 in a challenging financial environment. We have developed a medium-term financial plan which covers the next three-year period. This has enabled us to be robust, clear and focused on how we will deliver the work set out in this Business plan.

This year we are subject to an independent review as part of the wider Cabinet Office Public Bodies Review Programme. The review will consider the IOPC's efficacy, efficiency, governance and accountability. This is an opportunity for the IOPC to obtain independent views on a range of issues which will help ensure we are able to meet future challenges and deliver the ambitions set out in our Strategic plan.

I am grateful to our colleagues, whose commitment to what can often be challenging and distressing work does not go unrecognised. I would also like to thank our Unitary Board who continue to advise and challenge me and have helped to agree this plan. We have set ourselves challenging but achievable targets and look forward to reporting back to you on the impact we continue to have.



**Tom Whiting**  
Interim Director General

**The principle of policing by consent relies on the trust and confidence of the public. We have a unique role to play in maintaining and building that trust and confidence**

# Introduction

This is the second year of delivery against our Strategic plan 2022/27 and our four 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 how we will build on the success of our first year of our strategy, 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, people and culture, and quality. They provide challenge and direction to our work.

We will 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. We will use these to help us understand their impact on our work and how we can influence improvements. 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. We provide ongoing assurance for the Home Office, Home Secretary and Parliament 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. We support people and identify opportunities for learning and improvement when genuine mistakes are made. We make sure 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. It is also defined by the impact we have 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.



# Our work

## Awareness and confidence

### Strategic objective:

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

### Overview

Improving and maintaining public confidence in policing and the police complaints system is one of our core statutory duties. We know that recent events have affected confidence in policing and thus confidence in the police complaints system. Encouraging public awareness of, and engagement with, the police complaints system is a priority. The public must be confident they can raise concerns about the conduct of the police, or dissatisfaction with the service they receive, and their concerns will be dealt with appropriately. We will do this by engaging with communities and the public to understand issues that affect their confidence in policing. We will work with them to inform people how the IOPC can use its work to respond. We will continue to engage with communities with low confidence, including delivering an awareness campaign focused on victims and the organisations that support them.

This year our work in this area will improve awareness of and confidence in the IOPC and the police complaints system as a whole. We will:

- Implement our new **communications and stakeholder engagement strategy**. We will deliver impactful communications, raising the profile of the IOPC as an independent, impartial and effective organisation. We will listen to and collaborate with our stakeholders. We will use their insight to inform and improve the way we work and engage with communities, as well as feed their views into strategic and operational decision-making. We will continue to deliver bespoke community engagement across England and Wales, understanding and responding to issues which affect confidence in policing.
- 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.
- Launch a new **IOPC website**. This will make navigating the site and finding information and guidance easier, as well as making it easier to make a complaint about the police using our website. Complaints made through our website will be sent directly to the force or organisation to consider.

- Maintain our **customer service excellence accreditation**. We will focus on delivery, timeliness, information, professionalism and staff attitude. We will continue to develop customer insight, understanding the user's experience and robust measurement of service satisfaction.
- Make **improvements to our customer contact centre**. We will develop minimum standards, help our advisors talk to people with mental health problems, deliver restorative practice training to improve the quality of conversations with users, and review our processes to enable continual improvement.
- We will deliver our annual statement to demonstrate compliance with **Welsh standards**.
- We will work with our youth panel and other under-represented groups and advocates to support service users to raise awareness of the IOPC and the police complaints system. We will improve accessibility and challenge and dispel myths and stereotypes.

# What we will do in 2023/24

## Key results

**(1.1) The police complaints system is trusted to tackle concerns appropriately.**

**(1.2) Those with low confidence in policing are willing and able to access the complaints system to raise their concerns.**

**(1.3) Arrangements are in place (information, guidance and support) which make it easy to raise a complaint.**

**(1.4) Understanding of community concerns has shaped the work we do.**

## How we will measure our progress

- Increase awareness of the IOPC to 65% (maintained from 2022/23 and measured by our public perceptions tracker).
- Information from our public perceptions tracker 2022/23: When asked the question "Have you heard of the IOPC?", our public perceptions tracker showed positive responses of 62%. Of these responses, 41% were from people aged 18-24, and 59% were from people with a Black, Asian and minority ethnic background.

## We will monitor and respond to:

- The percentage of respondents who are confident that the police deal fairly with complaints made against them. This is a new area of monitoring for 2023/24 (measured by our public perceptions tracker).
- The percentage of respondents from Black, Asian or minority ethnic backgrounds, and young people and women, who are confident that the police deal with complaints fairly (measured by our public perceptions tracker).
- The percentage of police complaints made by people from a Black, Asian or minority ethnic background, and young people and women (measured from force data).



# Our work

## Accountability

### Strategic objective:

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

### Overview

We aim to improve public confidence in policing by making sure the police are accountable for their actions and lessons are learnt. The handling of all complaints should aim to improve the police service and individual performance through learning, and to put things right when they have gone wrong.

We will increase accountability within the police complaints system by independently investigating complaints and serious incidents, setting standards, and overseeing how forces respond to complaints from the public. We review police force handling of complaints and local investigations into death and serious injuries - making recommendations to change those outcomes when necessary. We are focused on making sure we meet service user needs, measuring ourselves against the minimum standards we have set.

There continues to be increased demand on our resources as the number of cases referred to us for assessment and investigation decisions continues to rise. We have also experienced an increased number of requests to review the outcomes of matters investigated (locally) by police forces. Simultaneously, the independent investigations we carry out are becoming more complex.

This year our ambition is to stabilise operational performance to better manage these pressures. We will:

- Assess an anticipated **6000 cases referred to us each year** by police forces and decide how they should be investigated. We will also **develop a strategic approach** to these decisions, deciding where our resources are best used to respond to issues affecting public confidence in policing. We will consider how we can use our work to improve policing, continually reviewing and updating areas of focus based on information we gather about which areas are of most concern to the public.
- **Investigate independently or directly** the most serious misconduct and corruption cases involving the police. To the best of our ability, these investigations will be completed on time and to the targets set out in this Business plan. We will make learning recommendations to improve policing. We will decide whether to recommend disciplinary proceedings and, in some cases, present cases to disciplinary hearings. We will consider referral to the Crown Prosecution Service. We will appropriately record the reasons why cases may take longer than expected due to their complexity.
- We are focused on meeting the needs of our stakeholders. This includes victims, witnesses and individuals being investigated. We are also aware that being involved in our work can be distressing for many people. We will continue work to maintain and

improve on our **Customer Service Excellence® accreditation**. This is a nationally recognised standard that demonstrates an organisation's commitment to customer service. We will implement recommendations from previous quality reviews, including a local programme of work to assess and improve quality of our 28-day updates on investigation progress.

- Agree and implement **minimum standards for referrals handling in the IOPC**. The minimum standards provide a measure of how well IOPC staff adhere to the promise to our service users about what they can expect from us. We will amend minimum standards for reviews in response to the changing policing environment, so we can continue to ensure consistency and quality in our work.
- Develop and begin work to improve **investigation delivery**, enabling our investigation teams to better manage ongoing demand, capacity and efficiency challenges. We will streamline our processes and the way we organise our work to meet these challenges.
- We will continue to improve the timeliness of our response to **2500 anticipated requests for review** from members of the public dissatisfied with the way the police handled their complaint.
- **Review an anticipated 1500 cases involving a death or serious injury** following police contact investigated by the police.
- Continue with the **turnaround programme to bring the performance of these reviews back to our original target**. The target is an average of 50 working days from receipt of background papers. We will make sure we respond to growing demand and complexity. This will include **new ways of working and training sessions for staff and managers** on topics such as:
  - using and interpreting performance data
  - using new dashboards to help manage capacity and performance
- Deliver our new **case management system** to teams across the IOPC. This will improve management of cases, simplify record keeping and allow improved collaborative working across the organisation. Information will be easier to access and input.
- We will identify where complaints have not been handled appropriately and suggest improvements to the system to make sure mistakes are not repeated as part of our **'right first-time'** work. Our oversight team will carry out end-to-end reviews of how local forces handle complaints cases. We will suggest and drive improvements where necessary.
- Continue our work on our investigation into the Hillsborough disaster. We will move towards completion of the final report and the **Hillsborough website**, and begin processing documentation for **transfer to the National Archives**.

# What we will do in 2023/24

## Key results

**(2.1) Timely, high-quality and consistent handling of complaints by police forces.**

**(2.2) Reviews (IOPC and PCCs) achieve user-focused outcomes where complaints have not been resolved locally.**

**(2.3) IOPC conducts high-quality, timely investigations that address the most serious and sensitive matters.**

**(2.4) Our work demonstrates a deliberate and agile response to issues which affect confidence in policing.**

## How we will measure our progress

- Complete 85% of core investigations within 12 months (maintained from 2022/23).
- Complete 33% of core investigations within six months (maintained from 2022/23).
- Decide on the mode of investigation for cases referred to us within five working days (this target has changed from 2022/23 from 80% of cases at three working days).
- Make sure the time to complete a review from receipt of background papers is 150, 135, 125, and 115 working days (Q1-4 respectively). This target has begun to move down in line with our moving target as we have cleared a backlog of cases.
- Review locally investigated DSI cases within 30 working days from receipt of background papers (maintained from 2022/23).

## We will monitor and respond to:

- The percentage of directed/managed investigations that are completed within 12 months.
- The percentage of reviews upheld by the IOPC.
- The percentage of investigations where the recommended outcome procedure is concluded within 12 months of our final report.
- The percentage of reviews upheld by local policing bodies.
- The average number of working days forces take to finalise complaint cases under Schedule 3.
- The average number of working days forces take to finalise complaint cases outside Schedule 3.
- The average number of working days local policing bodies take to complete reviews.
- The average time to complete super-complaints.
- Independent investigation compliance with agreed quality measures about single point of contact and feedback.
- Independent investigation compliance with agreed quality measures about terms of reference.



# Our work

## Leading improvement

### Strategic objective:

Our evidence and influence improves policing

### Overview

We will use our unique position as an independent body to persuade policing to change where needed. We want to develop a stronger, trusted, and authoritative voice to influence our various stakeholders. We want to make sure that policing is improved in the areas which will make the most difference to the public. We will share our key findings and convene police and other stakeholders to aid consistent good practice of complaint handling and progress on systemic issues around policing policy, training, practice, leadership, and culture.

We are focusing on two thematic areas this year to address key issues that are undermining public confidence in the complaints system. This work on race discrimination and violence against women and girls will include publishing guidance for forces to embed good practice and responding to external inquiries to help identify issues that affect the whole complaints system. Our Oversight team will proactively visit forces to identify how they are handling cases relating to these two areas and publish their findings.

The IOPC will use these opportunities to be more vocal about change needed to improve confidence in the system and show the impact we have. We will follow up on the implementation of thematic learning recommendations we have made in the past that cover these matters. These include issues such as use of Taser and stop and search. We will engage and convene with stakeholders at regional roadshows and workshops to promote the work we are doing to embed its findings.

We will take a greater leadership role in helping to restore trust and confidence in policing where it has been negatively impacted. This will help to change policing where issues have arisen. We will:

- Continue our work looking at **violence against women and girls**, issuing new guidance on avoiding victim blaming language and delivering the Know Your Rights campaign. We will continue to support external inquiries and reviews, such as the Angiolini Inquiry. We will use evidence gathered from our oversight of the police complaints system to identify trends in how these cases are being handled and suggest improvements.
- **Share learning from our race discrimination work** into our core work. We will publish revised race discrimination guidelines and a position statement on the IOPC being an anti-racist organisation. We will follow up on our national stop and search learning report to assess how the learning from the report has been embedded by forces. We will use thematic learning to develop legislative and policy recommendations and an agreed organisational approach where discrimination or harassment may be a factor in a case.
- Regularly publish our **Learning the Lessons** magazines focused on key findings from our work. The magazines will include case studies, related articles, examples of best practice, and practical recommendations to drive improvement.

- Continue our **active oversight** of local complaint handling – visiting police forces to assess and recommend improvements about how they are handling complaints from the public. We will continuously engage with Police Standards Departments (PSDs) and share learning from cases we see.
- Follow up on implementation of key **learning recommendations** - for example stop and search and use of Taser. We will engage and bring together stakeholders to assess how they are implementing these recommendations and assess their progress. We will publish responses to our recommendations and progress against implementation on our website.
- Take the lead on investigating the **super-complaint** brought forward by the Suzy Lamplugh Trust on police response to stalking. We will deliver our findings in a report to the Trust, working with HMICFRS and the College of Policing. A super-complaint is a complaint made by a 'designated body' (such as the Suzy Lamplugh Trust) that a systemic issue in policing appears to be significantly harming the interests of the public. This super-complaint centres on concerns around the investigation of stalking, including mischarging of individuals, poor quality investigations and issues identifying stalking.

# What we will do in 2023/24

## Key results

**(3.1) Evidence of improvements in policing policy, practice and culture as a result of our work.**

**(3.2) We influence and bring together a range of partners to work with us to influence change.**

**(3.3) IOPC is recognised as a leader in improving policing and a trusted, accurate and independent voice.**

## How we will measure our progress

- Make sure 80% of our Para 28(a) learning recommendations accepted by recipients are achieved.
- Increase the percentage of policing and accountability stakeholders who think we are effective at sharing learning to improve police practice from 66% to 67% (measured by our annual stakeholder survey).
- Increase the percentage of non-policing stakeholders who think we are effective at sharing learning to improve police practice from 37% to 46% (measured by our annual stakeholder survey).

## We will monitor and respond to:

- The percentage of respondents who believe the IOPC will help improve policing by identifying learning from its work (measured by our public perceptions tracker).
- The percentage of respondents who think the IOPC is independent of the police (measured by our public perceptions tracker).
- The percentage of respondents who believe the IOPC is effective in improving public confidence in policing (measured by our annual stakeholder survey).

# Our work

## Performance

### Strategic objective:

An organisation that delivers high performance

### Overview

It is essential that our staff have the tools, skills and experience they need to perform to their best, enabling us to deliver our other three objectives. We recognise it is important that we continue to improve our systems so our staff can deliver their work. The IOPC is committed to promoting equality and valuing diversity in everything we do. Our latest staff survey shows that 'workforce diversity is valued' (81% positive score). We want to build on this success; our vision is to be, and to be seen as, a leader in inclusive employment and services, demonstrating this ethos in everything that we do.

We will:

- Continue to **improve our cultural competence**. We will introduce required learning in this area across the organisation, focusing on areas such as anti-racism. Staff are being given the opportunity to reverse mentor senior staff, developing insights into varied experiences and allowing staff who become mentees to develop leadership skills.
- Develop and implement a **digital, data and technology programme** to improve our ICT systems and data handling, providing staff with the tools necessary for a modern digital business. More efficient ICT systems and processes will also reduce our costs in future years, opening up new opportunities for investment to help deliver our strategy.
- Deliver the upgrade and migration to a new **legal case management system**, enabling better tracking and management of our legal cases.
- Complete work to create an **electronic documents and records management system**. This will improve creation, storage and management of our records and offer more sophisticated record repositories that comply with records management good practice.
- Redevelop our staff **intranet** to provide an improved platform for staff to communicate with each other and receive updates about work going on around the organisation.

- Continue to implement our **estates and hybrid strategy** to make the best use of our estate and reduce costs.
- Respond to the ongoing **independent review** by the Cabinet Office, responding to their recommendations and planning into the future of our strategy.
- Begin delivering an agreed **people strategy**. We will make sure that our teams have the skills and knowledge to succeed in their work, updating our investigator accreditation and focusing on requirements to future proof other professions. We will encourage a culture of wellbeing, making sure our staff practice healthy behaviours at work and empower colleagues to excel through regular development conversations.

# What we will do in 2023/24

## Key results

**(4.1) Leadership in line with our values with a clear plan for the future.**

**(4.2) A great place to work for our people.**

**(4.3) Capabilities developed for the future to enable high performance.**

**(4.4) Intelligent use of information and data.**

**(4.5) Cost effective and sustainable use of resources.**

## How we will measure our progress

- Maintain a staff engagement score of 67%. Target to align with 2022/23 annual staff survey outcome for this measure.
- Make sure at least 64% of employees think it is safe to challenge the way things are done in the IOPC. This is a new measure for 2023/24 and aligns with our 2022/23 annual staff survey outcomes.
- Make sure at least 50% of employees feel that change is well managed in the IOPC. This is a new measure for 2023/24 and aligns with our 2022/23 annual staff survey outcomes.
- Make sure at least 93% of employees believe they have the skills needed to do their job effectively. This is a new measure for 2023/24 and aligns with our 2022/23 annual staff survey outcomes.
- Make sure at least 80% of our investigators who have been in post for at least 24 months achieve accreditation. This measure is maintained from 2022/23 to protect operational capacity.
- Improve the percentage of our people, including managers and leaders, from a Black, Asian and minority ethnic background towards representation with demographics of urban areas.
- Achieve budget for the 2023/24 financial year (new measure for 2023/24).

# Funding and risk

## Funding

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

In 2023/24, the IOPC will receive revenue funding of £68.493m. Budgets will be delegated to directors assigned to deliver the projects and other work set out in this Business plan.

<b>IOPC 2023/24 budget</b>	<b>£m</b>
Private office group	1.327
Operations	28.924
Legal	3.490
Strategy and impact	10.930
Corporate services	6.648
ICT	7.914
Estates	6.144
Hillsborough operations	3.166
Income	(0.050)
<b>GRAND TOTAL</b>	<b>68.493</b>

## Risks

The IOPC continues to be exposed to the cumulative effects of a wide range of risks. This includes a significant number of external risks which are not necessarily in our power to mitigate. We will continue to use our risk management framework to manage the risks associated with delivering the work set out in this Business plan.

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, approved by our Unitary Board, 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:

## Budget and resourcing

### This year

These are exciting times as we continue to deliver our new and ambitious 'Building Trust and Confidence in Policing' strategy. We have been advised by the Home Office that our budget will be reduced by £1.152m. This comes at a difficult time for us and all public sector organisations, with challenges with inflation and the job market, alongside increasing demand and complexity across our work.

We have developed a medium-term financial plan which focuses on the next three years. This will allow us to have a clear and robust plan to deal with a reducing and uncertain budget. We will think especially carefully about every vacant post we propose and consider delaying or changing the post to ensure recruitment is sustainable. We have introduced a more rigorous process before we agree to temporary or permanent appointments. This could affect our ability to deliver all of the work set out in the Business plan, depending where vacancies arise. We may need to prioritise our work further. Our resourcing will be continually reviewed throughout the year.

We have focused our work for this year where it will have the biggest impact on public confidence in policing. We are investing in projects which will make ways of working more efficient for future years. We aim to retain the skilled and experienced colleagues we have and encourage them to build a career with the IOPC. We continue to invest in training and development for all colleagues and enhance our management and leadership development opportunities.



### Future years

We expect funding to continue to be a challenge in the coming years. We will 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. We have identified areas where we can make savings but these need to be realised. We will begin to understand where we may need investment to deliver our strategy as plans for key projects develop.

### Data and information security

We must make sure we have the data we need to make informed decisions and evidence our impact on the police complaints system. We have developed a data strategy to introduce a new data governance team, assign data ownership and embed robust data quality standards. We have developed a cyber strategy to make sure IOPC ICT services, equipment, and data assets are safe from cyber threat actors.

### Demands on the IOPC

#### The policing environment

A number of high-profile cases recently have reduced confidence in policing in some areas. We have seen that lack of confidence in policing can lead to a lack of confidence in us and the wider police complaints system. There is a risk that this environment makes it too difficult for us to improve confidence. We will mitigate this risk by engaging with stakeholders to show the impact that we have and communicate internally with staff frequently to make sure that their confidence in the impact that their work has continues to be felt. We will work with our policing stakeholders to share learning from our work and insight from our stakeholders about how they can increase confidence.

#### Volume of change

We are aware that much of the work we are delivering this year and further into our Strategy will change the way our staff carry out their jobs. There will be new systems to engage with, new processes to follow and new teams carrying out work that has previously not been undertaken at the IOPC. We will develop and implement a new Change Management process this year, so that we can better assess where work will cause significant changes for staff. We will also make sure that these significant changes will be delivered to the business in a staggered way.

### 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 for sexual purpose, mental health and domestic/gender abuse are appearing more frequently. This creates 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 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). We are also seeing an increased number of referrals, which increases the pressure on staff.

We are improving our workforce planning, investing in and recruiting to increase capacity to backfill high turnover in some areas. However, it will take time to onboard, train staff and be fully operational. We expect 2023/24 to be a challenging year in terms of delivery. The measures and targets we have set are achievable. However, further fluctuations in demand, the nature of our work and the job market could present a risk to these goals.

## 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](http://www.policeconduct.gov.uk)**

Email us: **[enquiries@policeconduct.gov.uk](mailto:enquiries@policeconduct.gov.uk)**

Call us: **0300 020 0096**

Text relay: **18001 0207 166 3000**

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Write to us at:

**IOPC**

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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.

December 2023

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