



**> Business plan**

2020/21

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# ➤ Director General's foreword

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I am pleased to introduce our Business plan 2020/21. This plan sets out the work we intend to deliver and the impact we want to have in achieving our mission: to secure and improve public confidence in policing by ensuring the police are accountable for their actions and lessons are learnt. This is set out in our [Strategic plan](#).

I am proud of our significant achievements over the first two years of our strategy. We are now completing three quarters of our investigations within 12 months and over the past year closed 718 cases – over 200 more than we opened. We have also concluded nearly all of the 538 longstanding cases we inherited from the Independent Police Complaints Commission (IPCC), with just 18 remaining. Without these cases, of those we have started and completed since becoming the IOPC, over 90% were completed within 12 months. However, I am not complacent. We have more to do to achieve our aims and this plan sets out how we will do that.

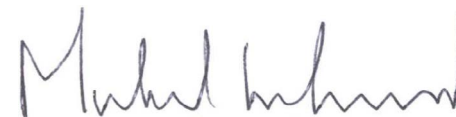
Our staff survey is an indicator of how well we are doing in making the IOPC a great place to work, and of what our staff think. Our 2019 results exceeded expectations and show that we are on the right track. Since the last survey, staff satisfaction has increased across nearly all measures and we are now within the Civil Service high-performing range in some areas. Some individual teams also saw dramatic shifts in improvement. It is important that we now follow through on taking action to sustain and improve results this year. We have outlined how we will do this in this plan.

As we were finalising this plan, the COVID-19 pandemic began to change everyday life for us all. Like all organisations, the year ahead is now uncertain and we are already having to find new ways of working, reconsider our priorities, and adapt to the ever-changing world in which we are operating.


For public services this presents an unprecedented challenge and places a significant additional burden on key services, including policing. The need for the public to have confidence in the police has never been more important.

This is an ambitious plan, which we will review continuously in light of the COVID-19 pandemic and our capacity. We will deal with these challenges as best we can given our critical role in the criminal justice system.

Finally, I would like to thank our non-executive directors for their constructive challenge and advice, and our staff for their dedication, commitment and hard work. It is only with their support that we will be able to deliver all that we set out to.



**Michael Lockwood**  
Director General



**Our mission is to secure and improve public confidence in policing by ensuring the police are accountable for their actions and lessons are learnt.**

# ➤ Introduction

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This year marks the halfway point in the delivery of our [Strategic plan 2018-2022](#).

This Business plan sets out the work we aim to deliver in 2020/21. Alongside the delivery of our statutory functions, which are outlined in section 10(c) of the *Police Reform Act 2002*, we have an ambitious programme of work, which is underpinned by our four priorities:

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

For each of these priorities, this plan outlines the work we intend to deliver this year, how we will measure our progress, and how we will know we have succeeded at the end of our strategy.

We will continue to report our progress and performance against the measures in this Business plan to our Unitary Board, which, along with our Audit and Risk and Human Resources and Remuneration Committees, provides challenge and direction.

We will be open and transparent about our performance, publishing monthly reports on our website and providing ongoing assurance to the Home Office, Home Secretary and Parliament that we are delivering what we said we would do and are using our resources efficiently and effectively.



IOPC

### Apel am dystion IOPC

Mae Swyddfa Annibynnol Ymddygiad yr Heddlu yn cynnal ymchwiliad yr gael ei anafu yn dilyn cyswilt a'r heddlu yn Ammanford.

Digwyddodd y digwyddiad tua 4yb ar ddydd Sul, 31 Mawrth.

Mae ein hymchwiliad yn dilyn atgyfeiriad gan yr heddlu ac mae ein hymchwiliad yn ei gamau cynnar.

Oeddech chi yn yr ardal ar y pryd? A wnaethoch chi weld neu glywed unrhyw beth a allai fod yn ddefnyddiol i'n hymchwiliad?

Yn eiddo'n i unrhyw dystion ffônio'r Swyddfa Annibynnol Ymddygiad yr Heddlu.

# ➤ Priority

## To work with others to improve the police complaints system



### Overview

An effective complaints system should consistently deliver impartial, fair and evidence-based outcomes in a timely way. We work with many different stakeholders to drive improvement in all parts of the complaints system. This includes the work we carry out ourselves and the cases dealt with by police forces.<sup>1</sup>

We have already made good progress in improving the timeliness of our own investigations. Over three quarters of our independent investigations are now completed within 12 months. Of those started and completed since we became the IOPC, as at 31 March 2020, 91% are being closed within 12 months. We are also now closing more cases than we are opening, with our caseload decreasing by over a third in the past 12 months.

Significant recent legislative reforms to the police complaints system are expected to improve things further. These reforms should ensure that the system focuses more on reasonableness and proportionality in every case, making the system simpler, fairer and quicker. We are already embedding these changes in our own work, and this year we will work with police forces to ensure that cases dealt with by police forces themselves benefit from these reforms.

We will also continue to improve the quality of our work. We will continue to carry out our work without fear or favour and within the parameters of the statutory schemes that govern our work. We must demonstrate that there has been thorough scrutiny of the evidence, and that this has led to well-reasoned conclusions. Wherever possible, we will be transparent about the evidence that has informed our decisions, and provide a clear rationale for them.

This year our work will include re-designing our operational processes. This will make them more efficient and proportionate, and ensure they meet the needs of service users. We will do this by examining all aspects of our processes – from receiving a referral from a police force or a call from a member of the public, to making our recommendations and finalising our report.

<sup>1</sup> Police forces deal with the majority of complaints against police officers and police staff. Police forces must refer the most serious cases to us – whether or not someone has made a complaint.



# We will know we have succeeded when

- The time taken to respond to complaints, complete investigations and appeals is reduced across the police complaints system.
- The time taken to complete all related processes (for example, disciplinary processes) is reduced, particularly following deaths and serious injuries.
- Complaints are resolved first time leading to fewer appeals and reviews.
- Complaints and serious incidents are handled consistently across all forces.
- Those involved in complaints, investigations, appeals and reviews (service users) are satisfied with how their case was handled.

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## What we will do in 2020/21

### Ongoing work to deliver our strategy

- Review around 4,500 cases referred to us each year by police forces and decide how they should be investigated.
- Independently investigate the most serious misconduct and corruption cases involving the police. These ‘core work’ cases involve potential breaches of Articles 2<sup>2</sup> and 3<sup>3</sup> of the European Convention on Human Rights and significantly impact on public confidence.
- Continue to select cases for investigation on a range of themes to focus our work on the issues that are of most concern to the public and police. We will aim to add race discrimination and near-misses in police custody to our already established themes of mental health, road traffic incidents, domestic abuse and abuse of position for sexual purpose.
- Continue our investigation into the aftermath of the Hillsborough tragedy and other major investigations of national significance. This will include investigations such as Operation Linden, our investigation into allegations that the police failed to investigate complaints of child sexual abuse in Rotherham.
- Consider over 3,000 appeals and requests for review from members of the public dissatisfied with the way the police have handled their complaint. We will consider whether the outcome of the complaint was reasonable and proportionate.
- Review the handling of over 1,200 cases involving a death or serious injury following police contact to ensure they have been appropriately handled by the police and the right action has been taken.
- Conclude the small number of open cases we inherited from the IPCC.
- Further develop the expertise of our Operational Practitioner Groups (OPGs), which support all operational staff by sharing best practice in the delivery of our work. We have established OPGs to focus on areas such as disclosure<sup>4</sup>, interviewing, report writing and digital investigations.
- Respond to over 28,000 enquiries received each year by our Customer Contact Centre, providing advice and guidance on the police complaints system.
- Continuously improve our Operations Manual to provide more accessible, relevant and up-to-date guidance to support our staff in carrying out their work.
- Continue to re-design our operational processes to further improve the quality and timeliness of our work.
- Work with the Crown Prosecution Service (CPS), Police Federation, Chief Coroner and others to develop more effective ways of working across the wider police complaints system. It is important we improve the timeliness of all parts of the system, including the processes that follow IOPC investigations, but which can add considerable time to the conclusion of a case.

<sup>2</sup> Article 2 of the European Convention on Human Rights states that everyone’s right to life shall be protected by law.

<sup>3</sup> Article 3 of the European Convention on Human Rights prohibits torture, and “inhuman or degrading treatment or punishment”. There are no exceptions or limitations on this right.

<sup>4</sup> ‘Disclosure’ means providing the defence with copies of or access to all material that is capable of undermining the prosecution case and/or assisting the defence.

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- Strengthen our quality assurance by implementing a new quality assurance framework. This will include:
    - holding multi-disciplinary Critical Case Panels to manage our most sensitive and complex investigations
    - carrying out one-off, in-depth reviews of cases, focusing on areas of concern raised by staff or stakeholders
    - introducing internal decision-maker forums and a peer review process to drive consistency and identify learning and areas for improvement
  - Continue to meet our legal obligations on information management under the *Data Protection Act 2018*, and respond to information requests made under the *Freedom of Information Act 2000*.



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## New work for 2020/21

- Work with police forces, police and crime commissioners (PCCs) and others to embed changes to the police complaints system introduced in February 2020. We will do this by:
  - carrying out directed investigations into complex cases and those requiring specialist resource<sup>5</sup>
  - using our new powers to present cases at disciplinary hearings, where this is in the public interest<sup>6</sup>
  - using our new power of initiative<sup>7</sup> to decide how a case should be investigated without the need for the police to first record or refer it to us
- supporting police forces and PCCs in adopting these reforms to establish a culture of learning and improvement
- working with the Home Office to extend the new legislation to other bodies under our jurisdiction
- Introduce a new commitment that when an investigation is not completed within three months, we will aim to confirm the status of all those involved – whether they are to be considered witnesses or to serve the appropriate misconduct notices.
- Set up a new quality forum, which will ultimately have an independent Chair, to provide strategic oversight, challenge and direction.
- Set minimum quality standards for all our investigations to help identify when an investigation is at risk of falling below those standards so swift action can be taken.
- Deliver a new information management strategy, focusing on improving the quality and usability of our data and improving disclosure to support legal proceedings, including criminal trials and disciplinary hearings.

<sup>5</sup> Paragraph 15(5)(b) of Schedule 5 of the *Policing and Crime Act 2017* created a new mode of investigation for the IOPC – directed investigations. Directed investigations will be available to us in cases that merit independent investigation but, for many reasons, may not be possible. Directed investigations will take place under our direction and control, but will use police force resources to conduct and complete the investigation.

<sup>6</sup> Regulation 24(1) of the *Police (Conduct) Regulations 2020* created new powers for the IOPC to present cases referred to a misconduct or accelerated misconduct hearing where, in respect to an investigation, the appropriate authority (AA) refused to accept a recommendation by the IOPC, the AA's view differed from a determination by the IOPC, the AA and the IOPC agree the IOPC should present the case, or the IOPC considers there is compelling public interest for the IOPC to present the case.

<sup>7</sup> Our new power of initiative is set out in Paragraphs 4A, 13A and 14C of Schedule 3 of the *Police Reform Act 2002*.





# Spotlight:

## process re-design

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Work has started on re-designing our operational processes to improve both the timeliness and quality of our work. By doing this our service users will benefit from a more dynamic investigative approach – one which is more proportionate to the circumstances and makes better use of evidential opportunities, such as the increasing availability of body worn video.

The re-design of our processes will be informed by best practice from other organisations, as well as our stakeholders and service users. This engagement aims to help ensure those directly affected by our work can influence and have confidence in the changes we are making.

We will focus initially on re-designing processes for three aspects of our work: independent investigations, investigations of national significance and reviewing police force complaint investigations.

Following some early pilots, we are already evaluating opportunities to improve our work, including:

- allocating more staff to the early stages of investigations so that more tasks can be carried out at the same time
- establishing early and open engagement with police force professional standards departments, the CPS and Police Federation representatives
- developing processes so that decisions can be taken quickly during an investigation rather than at the end of it
- speeding up the process for engaging experts who provide evidence and opinion in our cases

The IOPC is a part of a wider system, and processes that follow our investigations can add to the time taken to bring cases to a close. It is important that we make sure that the whole system works effectively. Once we have improved our own processes, we will work closely with partners across the criminal justice system to improve the timeliness of criminal and misconduct proceedings, inquests and the time taken to organise hearings.

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## How we will measure our progress

### We will aim to:

- complete 85% of investigations within 12 months (excluding major investigations<sup>8</sup>)
- decide on the mode of investigation for 80% of cases referred to us within three working days
- review 75% of locally investigated death or serious injury cases within 30 working days from the date all background papers are received by the IOPC
- decide 65% of all investigation or local resolution appeals within 35 working days
- decide 80% of appeals against a police force decision not to record a complaint within 25 working days
- decide 65% of all reviews within 35 working days

### We will monitor and respond to:

- the proportion of appeals or reviews we uphold when members of the public are unhappy with how police forces have handled their complaint<sup>9</sup>
- the proportion of policing stakeholders who believe the IOPC has an impact on improving the way the police deal with complaints

<sup>8</sup> Major investigations are large-scale, complex investigations that would ordinarily take significant capacity from within our regional operations team. These are managed by our Major Investigations Directorate.

<sup>9</sup> Under the new system of reviews, we will assess whether the handling or final outcome of a complaint was reasonable and proportionate.

# ➤ Priority

To improve policing by identifying and sharing learning from our work



## Overview

Changes made as a result of the learning from our work can improve policing for everyone and protect the public from harm. While we will not shy away from holding individuals to account for poor conduct, learning has become an increasingly important part of our work.

Last year we published our first annual **Impact Report**. This included many examples of how we use the learning from our work to influence changes in policing, ensure accountability and support best practice. This year we will continue to strengthen our impact and make a real difference to policing - operationally, organisationally and culturally.

The learning from our work should support a culture of learning and continuous improvement, which prevents problems happening in the first place. 93% of people surveyed said that learning from complaints is the most important outcome.<sup>10</sup> We must use the learning identified through our work for prevention, not cure.

Our new **Learning Strategy** aims to strengthen our approach to learning and, in turn, help foster a culture of learning and improvement across policing. To do this, we will focus our work on the areas of policing that are of most concern to the public and police, with race discrimination, near-misses in police custody, mental health, road traffic incidents, domestic abuse and abuse of position for sexual purpose as key priorities in addition to our core work.

Through our re-designed operational processes, we will ensure we can identify learning opportunities throughout our investigations, not just at the end. We will also improve our processes for making learning recommendations, working closely with police forces and others so that these recommendations lead to real improvements in policing practice.

<sup>10</sup> The IOPC Public Perceptions Tracker is a regular survey conducted by an external research company. It provides an ongoing and independent measure of perceptions of and confidence in the police complaints system.



# We will know we have succeeded when

- We routinely work closely with a range of stakeholders both within and outside policing to identify themes and learning from our work.
- Our learning recommendations are accepted, and we can demonstrate their impact on operational policing.
- Stakeholders are confident that our work promotes learning and improvement.
- We can demonstrate that our work has supported our partners (for example, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the College of Policing, and the National Police Chiefs' Council (NPCC)) by influencing their work to improve operational policing.

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## What we will do in 2020/21

### Ongoing work to deliver our strategy

- Publish and expand the reach of our Learning the Lessons magazines to share key learning from IOPC and police force investigations.
- Produce our annual Impact Report to show the difference we have made in improving policing practice and public safety by identifying and sharing learning from our work. This report will include many examples of how we have used learning from our work to continually improve policing practice.
- Share learning and evidence with HMICFRS to support its inspection programme.
- Publish annual statistics on deaths during or following police contact to highlight both where lessons have already been learnt and where improvements can be made to protect the public.
- Work with HMICFRS and the College of Policing to respond to super complaints<sup>11</sup> about systemic issues in policing which are, or appear to be, significantly harming public interests.
- Continue to build the technical expertise of our Subject Matter Networks (SMNs) to improve the quality and consistency of our work. Our SMNs work with external experts to ensure our work is informed by the latest thinking, practice and guidance. They focus on those areas that are of most concern to the public and police.
- Use learning identified through our operational work to advocate for improvements to operational policing, including by responding to public consultations and publishing policy positions.

<sup>11</sup> The super complaint system (Section 29A, *Police Reform Act 2002*) provides an avenue for designated bodies to raise a concern about a systemic issue in policing which is, or appears to be, harming the interests of the public and is evident in one or more police forces. Super complaints are submitted to HMICFRS, which has lead responsibility for managing the system and works in partnership with the College of Policing and the IOPC (and others as required) to agree a response to the super complaint.

# LEARNING THE LESSONS



> **Mental health**

**Issue 34**  
February 2019

More information on our  
learning the lessons

**ASK YOURSELF:**  
Could it happen here?

...ing policing policy and practice



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## New work for 2020/21

- Change our approach to investigations to ensure that opportunities for learning and improvement are considered throughout an investigation, not just at the end of the process.
- Improve how we make learning recommendations that are informed by best practice and prioritise learning that drives improvement. We will do this by:
  - including stakeholders and service users in the development of learning recommendations
  - improving our ability to track and report on the impact of learning recommendations
  - improving how we train our staff to make effective learning recommendations
  - introducing dedicated learning champions across the organisation
- Contribute to the NPCC's Learning Leaders group to identify opportunities to use learning from our work to make system-wide improvements.
- Further develop our links with those involved with, or with an interest in, policing and criminal justice to help us use our learning to improve policing practice.
- Improve how we share learning on emerging policing issues and respond more quickly to stakeholder concerns to build public confidence.

## How we will measure our progress

### We will aim to:

- publish an annual Impact Report providing evidence of the difference we have made in improving policing and the police complaints system
- increase to 95% the proportion of stakeholders who agree that our Learning the Lessons magazine is a helpful tool to drive change in police policy<sup>12</sup>

### We will monitor and respond to:

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

<sup>12</sup> Based on a survey of readers carried out after the publication of each new issue of the magazine.



## Spotlight:

# learning recommendations

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The IOPC has statutory powers to make learning recommendations to police forces and, in certain circumstances, other bodies.<sup>13</sup> We make learning recommendations in the course of our investigations (s.10 recommendations) or at the end of our investigations (para 28A recommendations). In addition, we also make recommendations after making decisions on certain types of appeals and reviews.

It is important that our learning recommendations are well-informed, made at the appropriate time, reach the right people, and support police forces to make improvements. Feedback from police forces and other stakeholders has helped us to identify opportunities to further strengthen our current learning recommendations process, which we will do this year.

We understand the positive impact that the learning identified through our work can have on improving policing practice and in preventing issues from happening again. So, over the coming year, we will further improve our current system. We will first look at how we record and share learning. We will then ensure that our processes for making learning recommendations are straightforward and user-friendly.

<sup>13</sup> The IOPC's statutory powers to make learning recommendations are set out in Section 10(1)(e) and Paragraph 28A of Schedule 3 of the *Police Reform Act 2002*.

# ➤ Priority

## To improve confidence in police accountability

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### Overview

A complaints system that is trusted by the public and the police is a vital part of maintaining confidence in policing.

While confidence in the IOPC's impartiality remains high, those from a black, Asian and minority ethnic (BAME) background and young people are less likely to have confidence in the IOPC's impartiality, or in how the police handle complaints.

We must build greater awareness and understanding of our role, so that the public knows who we are and what we do. We will do that by working with our stakeholders to better understand the communities we serve and how to respond to their concerns.

We also have a key role to play in overseeing and improving the handling of complaints by police forces. The majority of complaints are dealt with by police forces themselves and our stakeholders have told us that it is often these complaints that have the most impact on their lives and on their confidence in policing.

Many people are directly affected by our work and we want all those involved to understand the process and be confident that they will be listened to and treated with respect and courtesy.

To reflect this goal, we have committed to a set of **service standards**. Our service users include police officers, complainants and bereaved families, as well as a range of other interested parties. While they may have different perspectives and often have competing needs, our service standards apply to all equally.

This year we will make sure that we meet the needs and expectations of our service users as far as possible.

# We will know we have succeeded when

- The public has confidence in the police complaints system and people are able to complain.
- Young people and those from BAME backgrounds have confidence in the system and are able to complain.
- The demographics of those who make complaints reflect the communities served by the police.

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## What we will do in 2020/21

### Ongoing work to deliver our strategy

- Continue to fulfil our responsibility for overseeing the effective operation of the police complaints system by:
  - collecting, monitoring and publishing data on complaints from all police forces, and using this to inform our oversight of the system
  - providing a dedicated point of contact for all police forces and PCCs to discuss complaints handling and review performance
  - supporting police complaint handlers and providing them with effective advice and guidance to improve their work
  - publishing further editions of Focus, our practical guide to the police complaints system for practitioners, and our Oversight Bulletins, to share best practice in complaints handling under the new legislation
- Continue to increase the confidence of our stakeholders by implementing bespoke community engagement plans for each of our regions and Wales.
- Collaborate regularly with our External Stakeholder Reference Group and Wales Stakeholder Forum to ensure key stakeholders can influence our work. The diversity of our reference groups ensures we are exposed to a range of perspectives to inform and challenge our work.
- Raise awareness of the IOPC among policing stakeholders to improve co-operation where future IOPC involvement in a case may be necessary.
- Complete our review of the factors that affect levels of confidence in the police complaints system among BAME communities, and start to deliver its recommendations.
- Work in partnership with our Youth Panel<sup>14</sup> to involve young people in our work and improve their confidence in the police complaints system. This year we will continue to implement the Panel's recommendations, which include:
  - delivering engagement events with young people in education settings and community groups across England and Wales
  - developing a targeted campaign to raise awareness of the police complaints system among young people
  - exploring ways to provide opportunities for young people, such as work experience, internships and mentoring
- Continue to improve the information we provide to our service users to make sure this meets their individual needs.
- Build on our recently attained Customer Service Excellence® accreditation and explore ways to further demonstrate our commitment to the quality of the service we provide.<sup>15</sup>

<sup>14</sup> In 2018 we commissioned Leaders Unlocked to create our Youth Panel, which helps us to engage with young people.

<sup>15</sup> Maintaining this accreditation requires us to continue to demonstrate a focus on the service user across five aspects of our work: customer insight, organisational culture, information and accessibility, delivery and timeliness, and quality.



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- Investigate complaints about our service and respond to them within 20 working days. Where we cannot do this, we will explain why and how long we think it will take.
  - Share information about our work with the public by publishing case summaries and investigation reports.
  - Publish annual police complaints statistics and quarterly performance data for all police forces in England and Wales. These statistics show the number and type of complaints made and indicate how well they were handled.



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## New work for 2020/21

- Design a new system to better support police forces handling complaints so that they provide a consistent and high-quality service. Use this system to identify those police forces that most need our support.
- Implement a new complainant's right to review for criminal investigations, giving complainants the right to request a review of our decision not to refer an investigation to the CPS. This will ensure there is no disparity between the rights of a victim who alleges that a crime was committed by a member of the public and one who alleges that a crime was committed by a person serving with the police.
- Develop further proposals for ways in which service users may challenge our decisions, balancing the need for challenge and scrutiny with the risks of introducing additional cost and delays.
- Develop a new approach to family liaison and engagement with service users with additional needs. We will make clear commitments about how we will carry out our work, including providing a dedicated point of contact within 24 hours of an incident, and maintaining this throughout our investigation.
- Deliver a new communications strategy to better engage with key audiences (particularly young people and those from BAME backgrounds), including by:
  - launching new information and awareness campaigns, particularly in relation to our thematic priority areas, to share information and learning with the public
  - launching a regular e-newsletter to inform and engage a wider audience
  - reviewing and improving our website so users can access information about our work and the police complaints system

## How we will measure our progress

### We will aim to:

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

### We will monitor and respond to:

- the proportion of stakeholders who think we are improving public confidence in the police complaints system
- the proportion of police complaints made by people from a BAME background
- the proportion of police complaints made by young people





## Spotlight:

# improving police complaints handling

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A key part of our role is to improve the way complaints are dealt with by police forces, which handle the majority of complaints. Legislative changes to the complaints system which came into effect in February 2020 sought to make the complaints system more service-user focused, helping to ensure matters are dealt with in a timely and proportionate way and encouraging a focus on learning.

Over the coming year, we will work with police forces and PCCs to help embed the new legislation. This will help to make sure that the police complaints system is responsive to complainants' needs. It will also ensure that complaints are dealt with at the most appropriate level, and secure confidence in the system.

In particular, we will aim to focus on:

- ensuring that complaints that don't require an investigation are dealt with in a responsive and proportionate way that meets the needs of the complainant
- providing advice and guidance and sharing good practice on complaints handling and adopting the new legislation
- working with PCCs to support them in fulfilling their new accountability role in complaints handling<sup>16</sup>
- continuing to collect and monitor data on the performance of the complaints system and share insights from this information with police forces and PCCs
- supporting PCCs in considering certain reviews from their police force area, a change designed to increase independence in the system as these matters would previously have been considered by the police force involved

<sup>16</sup> Section 22(1)-(3) of the *Policing and Crime Act 2017* (as amended) sets out new oversight functions for PCCs. PCCs now have a specific duty to hold chief officers of police forces to account in relation to the handling of police complaints.

# ➤ Priority

## To be an effective and efficient organisation

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### Overview

Our ambition is for the IOPC to be a great place to work and this year we will look to build on strong staff survey results from the past two years. In our most recent survey, results were beyond expectations. Of 30 categories measured, 21 showed statistically significant improvements, and in some cases an improvement of over 25%. Our performance in a number of categories is now in line with high-performing Civil Service teams. We also received an 80% response rate to our survey this year, against a Civil Service average of 67%. We are not complacent with these results though. We want to improve further this year.

We are a people organisation with a clear focus on how our people are supported and engaged so they can achieve their full potential working with us. Our people, values and culture are central to our success. Our values were developed by our staff and influence all we do. We are committed to giving our people access to the skills, information and opportunities they need to perform at their best.

This year we will focus on strengthening our approach to learning and development. We will provide more individual and tailored opportunities. We will also improve the learning and development opportunities we offer our staff, including leadership and coaching training as well as technical and professional skills development. We are also changing how we recruit, to improve the diversity of our workforce and better represent the communities we serve.

We strive to be an efficient organisation and will continue to offer value for money to both our service users and taxpayers. We will ensure that our aspirations match the resources available to us. We have already developed a strategic efficiency and investment plan to enable better budget planning for future years, and will continue to assess opportunities to become a more efficient organisation.

This year we will also upgrade and enhance our technological capability, providing our workforce with more flexibility and access to better tools to undertake their work.

# We will know we have succeeded when

- The diversity of our people is improved at all levels and our workforce reflects the communities we serve.
- Our people are motivated, engaged and proud to work for the IOPC.
- We achieve financial efficiency and make savings to reduce our costs, which are benchmarked against similar organisations.

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## What we will do in 2020/21

### Ongoing work to deliver our strategy

- Begin to refresh our investigator accreditation programme, working with the College of Policing to explore aligning some of our core investigation standards with the Professionalising Investigations Programme (PIP), a nationally recognised standard of best practice for investigations.
- Continue to implement our Great Place to Work strategy, which seeks to promote flexible, smarter working. This will include refreshing our office space to better support collaborative working and embedding new communications technology to promote a positive work-life balance.
- Offer a range of professional and technical development opportunities for our managers and leaders, and those aspiring to move into those roles. This will include optional Chartered Management Institute qualifications to provide formal recognition of skills.
- Undertake our annual staff survey and regular pulse surveys to understand how we can improve as an employer.
- Improve the support we provide to our people by developing a wellbeing and mental health strategy and maintaining our equality and diversity staff networks.
- Work to disaggregate our ICT services from a single, prime supplier over the next two years. This will improve the stability and flexibility of our ICT platform and allow more cost-effective purchasing of future ICT requirements.
- Begin developing a streamlined, flexible and cost-effective Case Management System to make best use of the information we hold. As a part of this work we will develop solutions to improve the way that we provide disclosure to support legal proceedings.
- Reduce our costs and environmental impact by exploring alternatives to the use of our current fleet and transport options and implementing initiatives to become more sustainable.
- Refresh our strategic efficiency and investment plan for future years so we continue to deliver value for money. We will further improve our financial forecasting by better integrating financial planning across more areas of our work.
- Review our contracts and our procurement processes to ensure they meet the needs of the organisation and continue to offer value for money.





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## New work for 2020/21

- Implement a new digital Learning Management System to provide more individual, tailored, creative, flexible and accessible learning.
- Introduce a new recruitment framework to support the attraction and recruitment of colleagues from diverse backgrounds and communities so our people better reflect the communities that we serve.

## How we will measure our progress

### We will aim to:

- achieve a staff engagement score of 63% (as measured by our annual staff survey)<sup>17</sup>
- ensure that 80% of our investigators achieve accreditation within 24 months
- maintain staff turnover between 8% and 10%
- not exceed 2.9% staff sickness absence

### We will monitor and respond to:

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

<sup>17</sup> Employee engagement is a combined measure of thoughts, expectations and organisational culture. Five questions are used to produce an engagement score for our people. These capture engagement by asking employees how they talk about their organisation, whether they have an emotional attachment to it, and whether their organisation inspires them. Higher employee engagement is linked to higher organisational performance, lower sickness and higher levels of happiness.



## Spotlight:

# advancing our knowledge

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Having access to the right tools, equipment and systems to carry out our work is critical to us being a well-functioning and ambitious organisation. This includes the way that we develop, capture and share our knowledge.

By embedding our Information Management Strategy across the organisation, we will ensure that our people value the information we hold and that it is used to its full potential.

One of the ways that we are advancing the knowledge of our investigators is by re-designing our investigator accreditation programme. This year we will begin work on aligning this programme more closely with the recognised PIP standard. It will improve the expertise of our investigators, ensuring their skills, knowledge and experience are more closely aligned with those of the police and better meet the expectations of our service users.

We will also continue to grow our library of information to help make sure that all colleagues have access to up-to-date, relevant and consistent information to carry out their work.

This year we will introduce a new Learning Management System to give everyone a more accessible and tailored learning approach. This will ensure our people have access to the right training and development opportunities.

A new Case Management System will mean colleagues can record information more efficiently. This will speed up the investigative process, and provide better data collection, improving the quality of the information and knowledge that we are able to share about our work to improve policing. It will also allow us to publish more information about our work so that we can be subject to scrutiny and held accountable for our performance.

# ➤ Our funding and risks

## Our funding

We are funded by the Home Office through grant in aid. We receive additional funding from the Home Office to conclude our independent investigation into the aftermath of the Hillsborough tragedy.

In 2020/21, the IOPC will receive revenue funding of £63.15m (£64.15m for 2019/20) in addition to £6.5m to fund the Hillsborough investigation.

Budgets are delegated to Directors and are assigned to deliver the projects and other work set out in this Business plan. Figure 1 provides a breakdown of our budget for 2020/21.

Figure 1

IOPC funding 2020/21	£m
Private Office Group	1.19
Operations	28.02
Legal	3.61
Strategy and Impact	9.49
Corporate Services	6.62
ICT	9.64
Estates	5.00
Income	(0.42)
<b>Total core business</b>	<b>63.15</b>
<b>Total Hillsborough</b>	<b>6.50</b>
<b>GRAND TOTAL</b>	<b>69.65</b>

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## Our 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. This framework is overseen by our Audit and Risk Assurance Committee and supports us in identifying, assessing and managing emerging and changing risks throughout the year. It also includes our Risk Management Policy, which we updated recently to reflect changes in the structure of how we carry out our work. The key risks to our delivery this year are noted below.

### COVID-19

There remains a significant amount of uncertainty around the impact of the COVID-19 pandemic, which may have an adverse impact on the delivery of this plan. Our most immediate concerns are uncertainty around the length of time that restrictions on movement and social distancing measures will remain in place, as well as concerns over the health and wellbeing of our people and their families. We do expect there to be an impact on our capacity and logistical challenges, both of which may affect the work that we are able to deliver.

We will continually review this plan and our priorities to respond to the ever-changing situation, ensuring that we focus our efforts on delivering the most important and most impactful work. We will also continue to review any impact on our achievement of the performance metrics set out in this plan. Alongside this, we will focus on our essential ICT system upgrade programme and on the re-design of our operational processes. Both technology and our approach to innovation and improvement will enable us to develop solutions to overcome barriers we may encounter in delivering our work during these challenging times.

### Delivering while improving

In our view, the most significant piece of work we plan to deliver over the coming year is our work to re-design our operational processes and develop a new case management system to support our new ways of working. The potential benefit of this work in improving the timeliness and quality of our work and improving confidence in the police complaints system is great.

However, as an ambitious and innovative way of working it carries some risk. The main risk associated with this work is the ability to deliver significant and impactful process change alongside implementing new legislative changes and continuing to carry out our operational work. These competing demands on our resources will need to be balanced carefully in order to ensure that all of this important work can be delivered.

As planning continues for this work, we will gain greater clarity over the ways in which our processes will be changing and will be better able to anticipate the impact that delivering this work will have on other aspects of this Business plan. We will continue to assess our priorities and use our change control framework to ensure that we are able to continue to deliver our statutory functions while progressing the aims of this work.

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### Resourcing

Uncertainty about our funding in future years remains a risk to our delivery. Last year we developed and began to implement a strategic efficiency and investment plan to help us better understand and respond to potential changes to our funding. We will continue to implement this plan over the coming 12 months, revising proposals where necessary, to allow us to make informed decisions about competing priorities and to maximise opportunities for efficiency wherever possible.

### Legislative change

The final phase of reforms to the police complaints and disciplinary system came into effect in February 2020. With such a new legislative regime, we are still working to understand the complexity and volumes of new work we will be undertaking, including reviews, directed investigations and presenting cases at disciplinary proceedings. It is possible that we may need to re-consider the delivery of some aspects of this Business plan to ensure that we can continue to deliver our core functions and give full effect to the new legislative regime, designed to improve and simplify the police complaints system.

### Information management

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

## More information

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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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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.