

# oneplan

## Business plan 2018/19



In support of the Strategic Plan, we have re-aligned our Business Plan for 2018/19 to our new priorities. It's called One Plan, reflecting our focus on clarity and integrated working. We have also given details of the work we have already started to work towards delivering our new priorities.

Throughout the rest of 2018/19 we will continue to plan the work needed to deliver our mission and progress the actions within our Strategic Plan 2018/22. We will publish a new One Plan Business Plan in Spring 2019 which will give more details of the work we will be doing, the projects we have in place, and how we will measure our success for 2019/20.

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

We have started the following to progress this priority:

- Working with stakeholders across the complaints system to reduce the amount of time it takes to conclude our work.
- Focusing on closing those cases that have already taken longer than expected
- Starting a pilot to consider our approach to thematic investigations to focus on areas that concern both the public and the police.
- Receive and assess approximately 3900 referrals in order to decide what type of investigation is appropriate.
- Carry out between 650 – 750 independent investigations.
- Carry out fewer managed and supervised investigations to prepare for the introduction of directed investigations (subject to the commencement of legislative changes).
- Provide an investigations support function.
- Provide an operations assurance, IOPC complaints function and quality review unit.
- Provide a cost-effective and efficient on-call response system.
- Make sure that our operations staff receive appropriate training, development, and accreditation.
- Continuously improve the timeliness and quality of our investigations by understanding our operational processes and identifying issues that we can improve by working with staff.
- Receive and process approximately 5100 direct complaints.
- Receive and respond to enquiries.
- Receive, assess, decide upon, and respond to approximately 1700 non-recording appeals within 25 working days until the legislation is changed.
- Receive, assess, decide upon, and respond to approximately 1600 investigation appeals or reviews within 35 working days.

For our operational work we will continue to:

- Receive, assess and respond to approximately 230 local resolution appeals within 35 working days, and discontinuance and disapplication appeals within 25 working days until the changes to the complaints system come into effect.

In our oversight work we will continue to:

- Collect and publish quarterly and annual police force complaints data, setting out the type of complaints received by all forces in England and Wales, and how long it has taken for what has gone wrong to be looked into.
- Conduct oversight meetings to discuss regional and national aspects of complaints handling, challenge forces' performance, follow up on the implementation of recommendations, and offer additional guidance where appropriate.
- Produce editions of Focus, which provides practical advice and examples on complaints handling for professional standards departments, Police and Crime Commissioners' (PCCs') offices, and others in the police service who handle complaints.
- Engage with PCCs about regional and national aspects of complaints handling. We will do this through regular meetings, and by making sure that PCCs and their offices have single points of contact at both operational and strategic

levels. We will also deliver against our protocol with the Association of Police and Crime Commissioners.

We will also collect:

- Feedback from people we have had contact with as part of our investigations including complainants, interested parties, subjects, police witnesses, and bereaved families to understand their experience of our investigations. We will also collect feedback from people who have engaged with our customer contact centre or who have appealed to us. We will use this information to improve our work.
- Information about our stakeholders' understanding and experiences of the IOPC, as well as the wider police complaints system.

We will carry out the following project work:

- Implement legislative change – currently the commencement date for the changes has been delayed, but we will focus on identifying what is needed to make sure that we are operationally ready to implement new legislation. This will involve:
  - developing new processes
  - creating or amending ICT systems to support any new processes

- recording information about our performance
- delivering training to our staff on the new legislation

Deliver the Knowledge Information Management (KIM) strategy – our KIM strategy and supporting action plan sets out our focus for the next three years, which is to:

- manage our knowledge, information and data effectively
- make better use of intelligence, analysis, best practice and learning to focus and prioritise our work
- engage more productively with external parties to demonstrate the impact of our work and the value of shared knowledge

## Outcome measures

Outcome measure	Target
We will work to improve all parts of the complaints system – both our own and that carried out by others – so it consistently delivers impartial, fair and evidence-based outcomes in a timely way.	
Number of independent investigations started	650-750
% of independent investigations completed within 12 months	80%
% of end of investigation reviews result in a green health assessment <sup>1</sup> , first time	87%
% of investigation and local resolution appeals completed within 35 working days	60%
% of non-recording, discontinuance and disapplication appeals completed within 25 working days	80%
% of appeals subject to quality review that met the quality threshold first time	80%
% of investigation appeals upheld <sup>2</sup>	< 38%
% of non-recording appeals upheld <sup>3</sup>	< 36%

<sup>1</sup> The top rating provided to an investigation reviewed during a quality process, and indicates that no further action required.

<sup>2</sup> This is not a target for our staff, but a reduction in appeals would suggest the system is improving.

<sup>3</sup> This is not a target for our staff, but a reduction in appeals would suggest the system is improving.

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

We have started the following to progress this priority:

- Implementing subject matter networks to develop our internal knowledge on specific themes in our work.
- Developing an annual report to show the impact that we have made in delivering our mission.

We will continue to:

- Publish Learning the Lessons magazines. These will set out learning from both IOPC investigations and those undertaken by the police service locally. The magazine will help to drive improvement in police policy, practice and training.
- Use knowledge from our work to inform national and local learning recommendations and respond to external reviews and consultations that are relevant to the police complaints system.
- Share learning from our work with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Her Majesty's Inspectorate of Prisons (HMIP) to inform their inspections.
- Collate and publish annual national statistics on deaths following police

contact. This work will also involve us collating the misconduct and criminal outcomes for deaths in custody from 2008/09 to 2017/18. This will update the information that was published in our deaths in custody study which covered 1998/99 to 2008/09.

- Work on thematic areas – such as deaths in custody, mental health, road traffic incidents (RTI's) – and use learning from our work to inform operational policing practice.
- Establish and maintain regular engagement meetings with national and regional stakeholders and key influencers.

We will carry out the following project work:

- Improve our processes for learning and prevention - The learning recommendations we produce as a result of our appeals and investigations work are evidence-based and feed into our continuous improvement work. We will have conversations with statutory and non- statutory stakeholders to discuss the themes in our work and improve the recommendations we make. We will develop a mechanism to evaluate the impact these recommendations have in order to make sure that we improve policing practice where necessary.

## Outcome measures

Outcome measure	Target
We will focus our work on areas of concern to both the public and the police and work with partners to share our learning to improve policing and protect the public from harm.	
% of stakeholders that think the IOPC is effective in raising standards in police forces	
Policing <sup>4</sup>	> 38%
Accountability <sup>5</sup>	> 46%
Non-police (community voluntary service) <sup>6</sup>	> 29%
% of stakeholders who agree that Learning the Lessons is a helpful tool to drive change in policy and practice <sup>7</sup>	95%

<sup>4</sup> Sourced from our Stakeholder Survey

<sup>5</sup> Sourced from our Stakeholder Survey

<sup>6</sup> Sourced from our Stakeholder Survey

<sup>7</sup> Sourced from the Learning the Lessons Magazine survey

## Priority: To improve confidence in police accountability

We have started the following to progress this priority:

- Creating and publishing standards of service for our service users so that they know what they can expect from us and work towards obtaining customer service excellence accreditation.
- Reviewing and improving our family liaison service for bereaved families and the service user support to meet the needs of vulnerable service users.
- Making sure that our values are embedded across the organisation.

We will continue to:

- Deliver the Hillsborough investigation and support any criminal trials.
- Provide a counter corruption unit, intelligence unit and surge team to support delivery of our investigations.
- Provide a disclosure and MIR function to support investigations.

To improve the confidence of people who have least confidence in the police complaints system we will continue to:

- Provide information about how to make a complaint against the police.

- Provide information about our role and work.
- Respond to general enquiries via our customer contact centre.
- Deliver open, honest and transparent communications to raise community and stakeholder confidence.

Through our engagement work we will:

- Continue to improve our understanding of the experiences of different communities and the causes of their low confidence, and increase awareness of the IOPC.
- Facilitate a structured process for young people to inform and influence our work through an IOPC youth panel.
- Develop and maintain a network of advocates across low-confidence, seldom-heard and other stakeholder groups. We will provide training materials and information to support stakeholders working with low-confidence and vulnerable groups to improve their understanding of the police complaints system and how to access it.
- Continue our work to take early action to engage with communities and stakeholders during investigations where they have a strong interest or particular concerns.

- Support the establishment of a Welsh and regional approach to stakeholder engagement.
- Provide focused engagement with low-confidence groups to gather insights and raise awareness.
- Create tailored communications for low-confidence and other stakeholder groups so that the information, data and case studies we provide are more relevant and accessible.
- Develop and maintain digital stakeholder engagement channels.

We will also collect:

- Data on public confidence, which will allow us to examine the detail of the way confidence may rise and fall and what drives the public's confidence specifically.

## Outcome measures

Outcome measure	Target
We will engage with a range of stakeholders and communities, focusing on those with the least confidence in policing, so they understand their right to complain and expect fair and just treatment in response to complaints and serious incidents.	
Percentage of young people likely to complain <sup>1</sup>	67%
Percentage of BME groups likely to complain <sup>1</sup>	70%

Priority: To be an efficient and effective organisation

We have started the following to progress this priority:

- Developing a staff innovation scheme to provide staff with opportunities to suggest and test new ways of improving our work and deliver value for money.

We will continue to run our enabling functions, for example finance and information and communication technology to support the delivery of work and make sure that they improve our efficiency and effectiveness to enable us to support the delivery of our mission.

We will carry out the following project work:

- Deliver the transition from our IT contract – we will continue with the implementation of the plan to move and replace ICT services, taking into account costs and risks to business continuity, technical integrity, and the complexity of migration. In 2018/19 we will specify, a defined set of ICT services and either move or replace through a combination of outsourced contracts and, potentially, in-house provision.
- Continue to implement our estates strategy – the strategy covers five years during which time the majority of leases within our estate are due to expire or break. In 2018/19, our work will focus on engaging with the Government

Property Agency on our future accommodation needs as our lease break/end dates approach.

- Develop a new case management solution - The systems we currently use to capture, manage and share information about IOPC cases are no longer fit for purpose. We have started the planning and feasibility phase of a project to design and implement a new solution to this issue.
- Deliver our people priorities – the core objective of our people strategy is to make the IOPC a better place to work. The four areas of focus are:
  - Promote a highly engaged, diverse workforce.
  - Identify and develop future leaders that reflect the communities we serve.
  - Enable efficient internal mobility and clear career development pathways.
  - Achieve efficiency and increase awareness.
- Deliver digital learning – this project involves the identification and implementation of digital learning solutions, including a learning management system (LMS) which will increase the efficiency, effectiveness, flexibility and agility of learning and development delivery.
- Ensure that General Data Protection Regulations (GDPR) are observed across our work - With the introduction of GDPR regulations in May 2018, this project will help to make sure that the IOPC complies fully with the new directive.

## Outcome measures

Outcome measure	Target
We will attract and retain a highly skilled diverse workforce and provide them with a good working environment while continually improving to provide value for money.	
Staff engagement score	61%