



**Independent Office for Police Conduct  
Stakeholder Engagement Strategy 2019-2022**

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The Independent Office for Police Conduct (IOPC) Strategic Plan 2018-22 sets out our vision for the future. It explains our priorities and what we hope to accomplish. Informed by feedback from our stakeholders and service users, the plan reflects our understanding of their experience of our predecessor organisation, the Independent Police Complaints Commission, and their views on the future direction of the IOPC.

Our mission is to improve public confidence in policing by ensuring the police are **accountable for their actions and lessons are learnt**. In addition to focusing on continuous improvement of the police complaints system so that it delivers impartial and timely outcomes for all, we are committed to making sure that everyone, and particularly those who have the least confidence in policing, understand their right to complain and can access the complaints system without fear of adverse consequences.

It is essential that we **listen, understand and respond** to the needs of our current and prospective service users, if we are to achieve a police complaints system that the public and police trust and are confident will deliver fair, independent and just outcomes.

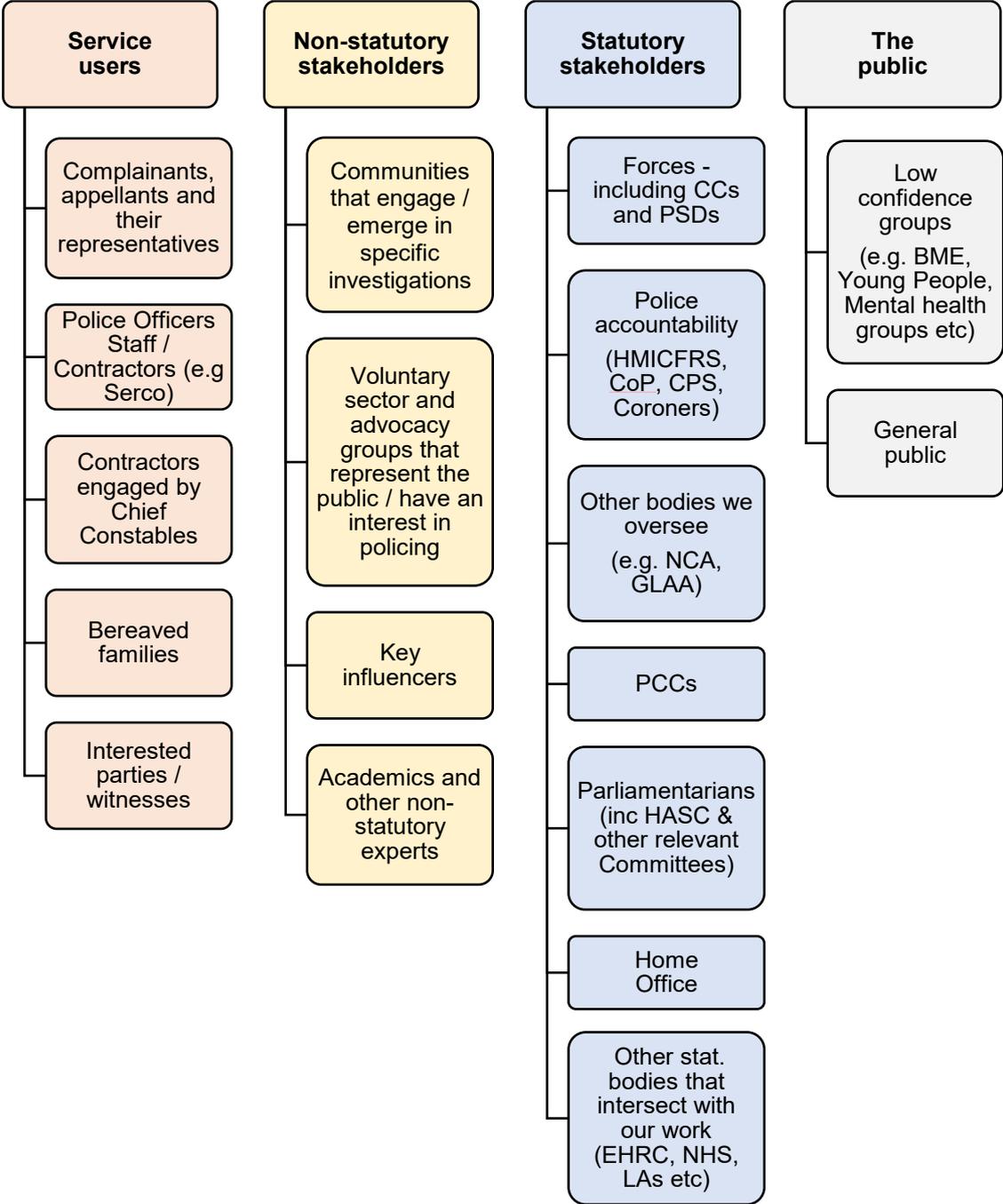
We cannot achieve this by working in isolation. Building confidence in us and in the system will mean **working closely with stakeholders and communities** to understand and respond to their concerns. This strategy, and the action plan presented at Annex A, sets out how we will do this.

# 2

## The IOPC's stakeholder landscape

The IOPC has a complex stakeholder landscape, which includes:

- Service users
- Non-statutory stakeholders
- Statutory stakeholders
- The public



Our stakeholders hold sometimes opposing views about our work and the wider police complaints system. We are committed to understanding the different perspectives and motivations **of all our stakeholders**, including those that are critical of our work. We listen to all perspectives and then take our decisions in an impartial manner as the law requires us to.

### ***Service users***

Service users are our most important stakeholders. We will build on the systems we have in place for collecting and responding to feedback from our service users and increase the opportunities they have to shape and influence the service we deliver.

### ***Non-statutory stakeholders***

Regular participation in our engagement work is a challenge for many of our non-statutory stakeholders because they have limited resources. We will continue to increase the opportunities and support we make available for these stakeholders to be involved in meaningful engagement with us.

### ***Statutory stakeholders***

We have established mechanisms for engaging with our statutory stakeholders, including an Oversight team and Regional Directors who meet regularly with Police and Crime Commissioners (PCCs), police forces, and other statutory bodies including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the College of Policing. These mechanisms will be maintained and improved.

### ***The public***

We will use research tools to:

- gain regular insights into the public's awareness and perception of the IOPC and test potential responses;
- understand better the drivers that underpin confidence in policing and police accountability; and
- assess current and emerging challenges and barriers to accessing the police complaints system.

### ***The media and our staff***

The media and our staff are important stakeholders for the IOPC. Our revised communications strategy sets out how we will work with and engage them. In this, the **communications and stakeholder engagement approaches** must be aligned.



## Transforming our approach to stakeholder engagement

### Key outcomes

We are committed to becoming an organisation that has an active, open and honest relationship with our stakeholders, and that we listen, engage and use feedback so that:

- Our work is focused on the things that matter most to our service users and the public.
- We identify and engage with local communities quickly and effectively to listen, communicate key messages, and address more proactively existing or potential tensions.
- We continually improve the service we provide as our staff have more opportunities to hear from service users, those with lived experience and stakeholders who work with, and represent, people impacted by our work.
- We target our engagement work more effectively because we have a more sophisticated understanding of public confidence, including which demographic groups have the lowest confidence, and the influential factors that contribute to 'low confidence'.
- Our stakeholders see and feel the value of engaging with us and share their positive experience with others.
- Our network of advocates is better placed to support and advise the clients they work with.
- Our engagement with policing and non-policing stakeholders is balanced, so that we are better informed and able to act on emerging trends and issues.

## Key measures

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We will use the findings of the 2019 Stakeholder Survey, 2018/19 Public Perceptions Tracker and 2017/18 Service User Feedback as **baseline measures** for improvement, alongside qualitative feedback received from stakeholders and evaluations of key projects. These measures will assess areas including:

- the extent to which our stakeholders believe that the IOPC values its relationship with its stakeholders;
- how proactive the IOPC is in engaging with its stakeholders and the public; and
- whether our stakeholders consider that the IOPC provides enough information to reassure and inform communities and stakeholders during or following serious incidents.

The quantitative measures of success will be agreed following receipt of the Stakeholder Survey findings in Summer 2019 and we will ensure the measures align to those used to assess the impact of the **Communications Strategy** (see Annex B).

In addition to the above measures, the success of the Stakeholder Engagement Strategy will be assessed against the following corporate measures:

*People from all backgrounds have confidence in the police complaints system and are willing to complain, their demographics are representative of those communities served by the police.*

Measures		Frequency
% Stakeholders who think the IOPC is improving public confidence in the police complaints system	Monitor	Annual
% Complaints from BME and young people	>11% (BME) >7% (YP)	Bi annual
<b>Public Perception tracker information</b> % Young people who believe their complaint will be dealt with fairly	Improvement target	Bi annual
% People from BME background are aware of the IOPC	Improvement target	Bi annual



### Summary of key activity

- **Produce and implement local engagement plans** for each of our geographical areas. (Defining and implementing a bespoke approach to engagement in each of our regions)
- **Increase community and stakeholder engagement support** for critical and/or high-profile incidents.
- **Develop our research methodology and work with non-statutory stakeholders** to develop a more sophisticated understanding of confidence, including which demographic groups have the lowest confidence and the influential factors that contribute to 'low confidence'
- **Implement the recommendations made by the IOPC Youth Panel** in their 2018/19 report.
- Develop proposals for **stakeholder scrutiny panels** to advise on, and review, our operational work.
- Continue our **roundtable events with stakeholders** to help inform our case selection process.
- **Provide information and/or training** to improve our network of advocates' understanding of the police complaints system, so they can support and advise the clients they work with.
- Develop our existing **relationship management framework**.
- **Identify and promote opportunities for staff** to hear from service users, those with lived experience and stakeholders who work with, and represent, people impacted by our work.

## 4

### How we will do it

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

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We will listen to our stakeholders and use their feedback to improve the police complaints system

To have confidence in the police service, the public must have trust in the police complaints system. Everyone must be assured that those who wish to access the complaints system can do so without fearing adverse consequences and that the system will deliver impartial, fair and evidence-based outcomes for both complainants and those subject to complaints.

Listening and building relationships with voluntary, community sector and advocacy groups representing the public, complainants and families, as well as engaging with our statutory and policing stakeholders, will ensure that we improve the police complaints system based on feedback and in-line with the areas and issues that are of greatest concern to the public and police.

#### How we will do this

We must listen to our statutory and non-statutory stakeholders alike to understand their experience and perceptions of the police complaints system, the context of police actions and decisions-taken, and the concerns of different groups. We will ensure stakeholders, including police unions and charities representing communities and potential service users, meet with senior IOPC staff on a regular basis to voice concerns, share developments in their sector or area of work, and provide critical insight in to the complaints system.

Where appropriate, we will seek to bring these differing stakeholder viewpoints together to ensure our staff hear a balance views, our independence is clear and stakeholders themselves are able to listen and respond to alternative perspectives. Our External Stakeholder Reference Group<sup>1</sup> and series of thematic

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<sup>1</sup> The IOPC ESRG meets quarterly and brings together a range of external statutory and non-statutory stakeholders to challenge and provide constructive feedback on the IOPC's performance and key projects, and act as an informal sounding board to discuss specific pieces of IOPC work and relevant topic areas.

roundtables<sup>2</sup> have demonstrated the value and effectiveness of this approach and we will look to create further similar engagement opportunities.

We will continue to develop and improve the way we use insights from our engagement work to inform and influence quick-time actions, operational learning, quality assurance and business planning.

We will address proactively the imbalance in our existing stakeholder engagement through continuing to develop of our Network of Advocates; a network of non-statutory national advocacy organisations working across low confidence, seldom-heard and thematic stakeholder groups. Through mutually beneficial relationships, the network will:

- provide a gateway to communities - helping us to understand varying experiences, barriers to the police complaints system and perceptions of the IOPC;
- offer subject-matter expertise, information and training for IOPC staff;
- establish critical friends that can represent the views and experiences of key stakeholder groups or communities in IOPC policy or service reviews;
- improve access to the IOPC outside of the formal complaints process;
- provide third-party communication channels to support better awareness of the complaints system, key investigations and learning, and legislative change;
- support our ability to respond to critical incidents and major investigations affecting stakeholder groups; and
- create advocates amongst front-line service providers who will direct their service-users to, and support them through, the police complaints system.

We will incorporate the expertise of our stakeholders in our work more regularly, from reference groups to help inform service reviews and key projects, to exploring the potential for stakeholder scrutiny panels to advise on and review our operational work.

To help improve public confidence in the police complaints system amongst those groups with the lowest confidence in us, we will seek to strengthen their voice within the organisation by developing independent advisory panels that will increase transparency of our work and decision-making, provide an opportunity to receive constructive challenge and provide a forum for stakeholders, particularly

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<sup>2</sup> To help focus our work on the issues that are of most concern to both the public and the police, we ran a series of thematic roundtables in 2018-19 that brought together a range of stakeholders with expertise in the relevant thematic fields - to discuss and develop the criteria we use to select the cases we investigate.

non-statutory stakeholders with low confidence, to advise us on the impact of our work on the confidence of their community.

Our Regional Directors and Director for Wales, supported by the Stakeholder Engagement Team, will develop our relationships with stakeholders at a local and community level so that we have a deeper understanding of the views of the public and stakeholders. Improved knowledge of community concerns, supported by local engagement strategies drafted collaboratively with our Oversight Team and Communications Team based in each IOPC region, will enable us to identify and effectively respond to regional and national trends in line with our strategic priorities. Our increased community presence will also be maximised by a new all-staff volunteering programme.

We hope that a stronger local presence, reinforced with local relationships with community leaders, will improve our ability to identify and proactively respond to police incidents that have a particularly negative or damaging impact on local community confidence in the police and the IOPC. Our new Stakeholder Engagement team will support community engagement surrounding such incidents as part of a multi-team critical incident response (see box 1).

## Box 1

### **Critical incident community response**

Taking early action to engage local communities and stakeholders when critical incidents occur is a key element of improving public confidence in the police complaints system and in the IOPC. In this context, we will:

- Engage with communities proactively to establish positive working partnerships that can be called upon during critical incidents.
- Increase our capacity to provide community and stakeholder engagement support to investigations or high-profile incidents.
- Prioritise engagement support for investigations.
- Use the experience of critical investigations to engage with key influencers and advocates to ensure that we develop effective and collaborative relationships with local and regional community stakeholders outside of crisis.
- Ensure that insight gained through supporting investigations is recorded, shared and used again in the future.
- Ensure that new stakeholders are offered the opportunity to register their interest in being kept updated of our work and future involvement opportunities.
- Put in place routine feedback collection mechanisms, so that we can assess the impact of engagement activity undertaken.

## 4

### How we will do it

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

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We will work with stakeholders to identify and share learning from our work to improve policing practice

There is a growing consensus that the complaints system is often too focused on blame and individual conduct, rather than on identifying and addressing systemic issues. The IOPC is committed to leading the way in ensuring the police complaints system has a greater focus on learning and improvement, by developing our approach to our operational work to better identify learning opportunities, making our learning recommendations more robust and ensuring our work leads to real improvements in policing.

It is important that this is achieved by working closely with partners to develop shared priorities, share learning across our work and develop collaborative work programmes to promote improvements and drive change within policing.

#### How we will do this

We will work more effectively with partners and stakeholders to share intelligence about emerging trends and issues and help us to understand the context in which police work. We will seek advice from statutory and non-statutory stakeholders with relevant expertise, in order to identify the best mechanisms for drawing learning from our national operational work and to improve our identification of learning. We will also continue our series of roundtable events with stakeholders to help inform our case selection process.

We will continue to strengthen our relationships with HMICFRS and the CoP to identify areas where we can work more collaboratively and present joint-positions where appropriate and practical that will improve the quality and consistency of learning identified, disseminated and implemented across policing.

We will work with partners to create a national platform for sharing learning and good practice, engaging consistently with PCCs and forces to follow-up our learning recommendations and ensure learning is embedded. We will also seek to engage with relevant government departments where opportunities for learning improvement outside the police service are identified.

We will support our Subject Matter Networks to develop their knowledge and strategic relationships with the relevant portfolio leads at the NPCC, APCC, CoP and HMICFRS, and key non-policing organisations, to further advance their expertise on the themes in our work and identify opportunities for joint-working.

It is really important that we utilise the expertise of external subject-matter experts and the intelligence gathered through our public perceptions tracker to help us to decide where we focus our work so that we identify learning in the areas that matter most to the police and the public.

We will continue to ask the public which areas they consider to be a priority for identifying learning through our regular public survey tool, the Public Perceptions Tracker and to bring stakeholders and subject-matter experts together through roundtables to help inform our knowledge and work further.

## 4

### How we will do it

#### Priority Three: To improve confidence in police accountability

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Those with low confidence in policing will access and value the complaints system

#### **Improving confidence in the police complaints system and improving access**

The IOPC's mission is to improve public confidence in policing by ensuring the police are accountable for their actions and lessons are learnt. Our independent oversight of the police complaints system is vital to maintaining public confidence in policing, yet we know that some groups and communities continue to have low levels of confidence in the police complaints system and some are less likely to use it.

We also know that some people have difficulty understanding how they should be treated by the police and that they have the right to complain if they feel they have been treated in an unsatisfactory way. Low levels of awareness and understanding can contribute not only to reduced confidence in the system but also concern about the time and effort required to make a complaint and a fear of potential repercussions. This causes additional barriers to people being confident in and exercising their rights. It also adds to a perceived power imbalance with the police.

Our engagement work will therefore focus on increasing levels of trust and confidence amongst the public, particularly amongst those groups with the lowest confidence in the system, for example young people and those from a BME background. We will engage with a wide range of stakeholders and communities, so that they understand their right to complain and expect fair and just treatment in response to complaints and serious incidents. Our engagement work will contribute to greater transparency about the system and the outcomes achieved through its use.

#### **How we will do this**

Working with non-statutory stakeholders, we will develop a more sophisticated understanding of confidence, including which demographic groups have the lowest confidence and the influential factors that contribute to 'low confidence'. The Public Perceptions Tracker already provides valuable information and we will explore how we can utilise this tool further, and what other complementary methods of qualitative and quantitative data analysis will help to support a richer picture and understanding of the communities we serve and their confidence and

trust in us. This will include building on and responding to the findings of recent research into levels of awareness and confidence, and perceived and actual challenges in engaging with the complaints system, amongst members of the public with mental health concerns.<sup>3</sup>

We will continue to work with and support the IOPC Youth Panel to better understand the drivers of low confidence amongst young people and the barriers preventing young people from engaging with the police complaints system. Building on the Youth Panel's recommendations outlined in their end of year report,<sup>4</sup> we will work with the Youth Panel and our staff to further our grassroots engagement with young people in youth centres, community groups and education campuses, and build partnerships with trusted community leaders. We

### The IOPC Youth Panel

The IOPC Youth Panel comprises 30 panel members from areas that reflect the IOPC regions and Wales. It includes representation of young people from BME communities, those with mental health issues or learning difficulties as well as from the LGBT community and other marginalised groups including young offenders and looked-after children.

In 2018, the Youth Panel engaged with over 800 young people in England and Wales to understand the drivers of low confidence in the police complaints system and their ideas for how we can help to address barriers to complaining. The Youth Panel produced information material to support its engagement events, including presentation material, flyers and a film.

Key themes identified by the panel are: powerlessness; marginal and minority voices; dynamics of trust; social influences; and visibility and accessibility. The panel also made a series of recommendations relating to:

- communications and social media;
- community engagement;
- diversity and young people; and
- the future of the Youth Panel.

We will be working with the Youth Panel to address their findings and recommendations in 2019-20.

<sup>3</sup> [https://policeconduct.gov.uk/sites/default/files/Documents/research-learning/Research into Public Confidence of People with Mental Health Concerns in the Police Complaints System Nov2018.pdf](https://policeconduct.gov.uk/sites/default/files/Documents/research-learning/Research%20into%20Public%20Confidence%20of%20People%20with%20Mental%20Health%20Concerns%20in%20the%20Police%20Complaints%20System%20Nov2018.pdf)

<sup>4</sup> [https://www.policeconduct.gov.uk/sites/default/files/Documents/research-learning/iopc\\_youth\\_panel\\_report\\_march2019.pdf](https://www.policeconduct.gov.uk/sites/default/files/Documents/research-learning/iopc_youth_panel_report_march2019.pdf)

will also work with the Youth Panel and the IOPC Communications team to ensure the organisation adapts its methods of communication across social media channels, demonstrating a more 'human face' to the organisation.

The causes of low confidence amongst BME communities is more complex, reflecting long-standing issues around distrust of the police and the IOPC, and feeling failed by our predecessor organisations, particularly amongst black communities. We will improve our understanding of these complexities and how we can work to address these drivers of low confidence and barriers to engaging with the police complaints system amongst different sections of the BME community. We will run a series of focus groups to develop our understanding of what different communities want to see from us and the service we provide and create an action plan to respond to the feedback received. We will consider creating an Independent Advisory Panel, comprised of at least 50% BME representation, that can provide constructive challenge and advice on our work.

We will also continue to identify and reach out to other groups likely to have low confidence in the police complaints system to better understand their perceptions and experiences. Through a greater local presence and direct engagement with members of the public, including those with disabilities, those with mental health concerns, vulnerable members of the public, and those from lower social grades, we will seek to address barriers to accessing the complaints system and build trust in our independence and ability to hold the police to account.

Working with the IOPC Communications team, we will improve awareness and understanding of the system and the impact and value of our work across all sections of the public, particularly amongst groups and communities who are more vulnerable or more frequently come into contact with the police.

We will develop materials that inform members of the public of their rights and case studies illustrating where the complaints system has worked and achieved outcomes that have delivered learning, improvements and accountability. Our Youth Panel will develop a quick guide to the police complaints system to make it easier to understand for young people, which we will seek to tailor for other low confidence groups that may struggle to understand and access the system. We will also improve our reporting on our investigation outcomes and make the information we share more meaningful and accessible.

We will continue to develop and work with our network of non-statutory advocacy organisations that represent and support low confidence, seldom-heard and thematic stakeholder groups. These relationships provide a gateway to communities that are harder for us to reach. We will provide information and training to improve their understanding of the complaints system, so they can support and advise the communities and service users (see box 2).

### Box 3

#### Helpline awareness sessions

We arranged awareness sessions between IOPC Customer Contact Centre (CCC) staff and helpline workers from the Suzy Lamplugh Trust, Womensaid and Action on Elder Abuse, to direct engagement towards frontline professionals who regularly interact with, advocate for and support vulnerable people. The training was accompanied by accessible supporting material so that helpline staff could share accurate and timely information on the police complaints system to helpline callers. The one-page guide was informed by insights provided by external helpline staff as well as our internal CCC. Through this strategy, we are committed to tailoring these sessions further and rolling them out to other organisations running national helplines.

We will also continue to circulate regular strategic communications on impact, including our Learning the Lessons magazine<sup>5</sup>, Focus<sup>6</sup>, and the IOPC Impact Report.

#### Continually improving the service user experience

We know from our service users that the information we provide and the language that we use can be too technical and how we have come to a decision in the investigation can be challenging to understand. Our role, particularly in appeals, is difficult for service users to understand and they sometimes feel that we do not act independently.

All our service users should receive clear and meaningful updates throughout the course of their investigation or appeal. However, we know from direct service user feedback and from other engagement work, that some individuals face particular challenges when engaging with the complaints system. We understand that for some service users we need to tailor our processes in order to meet their needs and to provide additional support at certain points of the process.

#### How we will do this

We will create a culture of customer focus within all parts of our organisation, ensuring that every service user receives an experience in line with our new Standards of Service, which sets out what service users can expect from us. We

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<sup>5</sup> <https://www.policeconduct.gov.uk/research-and-learning/learning-and-recommendations/learning-lessons>

<sup>6</sup> <https://policeconduct.gov.uk/research-and-learning/learning-and-recommendations/focus>

will also work to obtain a Customer Service Excellence accreditation to demonstrate our commitment in this area.

We recognise that a power imbalance exists between the police and complainants and families. We will design our services with this in mind, offering support and guidance to help people understand their rights and navigate the system and signposting to other organisations as required.

We will develop proposals for a separate advocacy service for the police complaints system, which will be independent of the IOPC and the police service. This would provide support and advice to those who may find it difficult to access and navigate the system. We will use feedback from our services to design processes that respond to the needs of our service users.

We will review and improve our family liaison service and service user support to better meet the needs of vulnerable service users and bereaved families, including a single point of contact for bereaved families throughout the course of the investigation.

## 4

### How we will do it

#### Priority Four: To be an efficient and effective organisation

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We will drive and support a culture of engagement and openness across the IOPC

As an organisation committed to serving the public, it is vital that stakeholders and service users help to shape the service that we provide. We must drive a culture of engagement and openness across the organisation, encouraging and empowering colleagues to involve stakeholders in their work and to actively seek out public and stakeholder views as their feedback will result in the IOPC delivering improved services.

We will ensure that staff are equipped with the skills, guidance and systems they need to be able to engage confidently and effectively with a broad range of stakeholders.

#### How we will do this

We will ensure that staff involved in engagement activity receive appropriate training or clear guidance (see Annex C for a high-level summary of the key concept and definitions). This will include support in how to communicate and build rapport with young people, including those with disabilities, from BME and LGBTQ+ communities, and from different faith groups. We will define and apply quality standards for stakeholder engagement and promote these throughout the organisation.

Our existing relationship management framework will be developed and maintained, with contact 'owners' assigned to key stakeholders. Where appropriate, corporate relationships will be supported by a Memorandum of Understanding (MOU) that will be regularly reviewed and updated.

Staff involved in engagement activity, and those reliant on the views gathered through engagement activity, will be supported with user-friendly, accessible, GDPR-compliant systems that enables them to centrally record stakeholder information, activity and insights, and to view and access the information recorded by others, centrally.

To support a highly-skilled, empathetic and innovative workforce, we will identify and promote opportunities for staff to hear from service users, those with lived

experience and stakeholders who work with and represent people impacted by our work and policing. Feedback from staff are that these opportunities improve their understanding of the needs of service users, help them to think about how they can tailor their processes to better support the needs of service users and increase their knowledge of areas of policing that enables them to be more effective in their work.

To help the IOPC to reach and develop a diverse, talented workforce that reflects the communities we serve and who have the right skills and ethos to support our service users, we will encourage and support the organisation to involve stakeholders in the work of our Subject Matter Networks, Staff Networks and our recruitment processes.

## ANNEX A Delivery plan<sup>7</sup>

Item	Activity	Lead/s	Year		
			1	2	3
1) Produce and implement local engagement plans for each of our geographical areas.	<ul style="list-style-type: none"> <li>Appointing and on-boarding new Stakeholder Engagement Officers.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> </ul>	Y		
	<ul style="list-style-type: none"> <li>Define and implement a bespoke approach to engagement in each of our regions.</li> </ul>	<ul style="list-style-type: none"> <li>SE team / RDs</li> </ul>	Y		
	<ul style="list-style-type: none"> <li>Refreshing engagement plans.</li> </ul>	<ul style="list-style-type: none"> <li>SE team / RDs</li> </ul>		Y	Y
2) Increase community and stakeholder engagement support for critical and/or high-profile incidents.	<ul style="list-style-type: none"> <li>Plan and deliver hand-over from the Policy &amp; Engagement team, including delivering training.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> <li>P&amp;E team</li> </ul>	Y		
	<ul style="list-style-type: none"> <li>Ensure engagement plans include capacity to resource support from across the Stakeholder Engagement team in response to fluctuating demand.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> </ul>	Y	Y	Y

<sup>7</sup> All activities have been mapped against corporate programme plans, and against the Stakeholder Engagement team's business plan.

Item	Activity	Lead/s	Year		
			1	2	3
3) Implement the recommendations made by the IOPC Youth Panel in their 2018/19 report.	<ul style="list-style-type: none"> <li>Task portfolio leads and monitor implementation of recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> </ul>	Y		
3a) Continue to work with, and support, the IOPC Youth Panel to better understand the drivers of low confidence amongst young people and the barriers preventing young people from engaging with the police complaints system.	<ul style="list-style-type: none"> <li>Agree with Leaders Unlocked / the Youth Panel, the 2019/20 programme of work.</li> <li>Manage the programme of work, inc. agreed milestones and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> </ul>	Y	tbc	tbc
4) Ensure there is an appropriate balance of engagement between policing and non-policing stakeholders.	<ul style="list-style-type: none"> <li>Continue to develop the network of advocates.</li> <li>Ensure engagement plans are focused appropriately on community engagement.</li> </ul>	<ul style="list-style-type: none"> <li>SE team / RDs</li> </ul>	Y	Y	Y
5) Develop a more sophisticated understanding of public confidence, including which demographic groups have the lowest confidence and the influential factors that contribute to 'low confidence'.	<ul style="list-style-type: none"> <li>Develop and utilise the Public Perceptions Tracker to improve our understanding of 'low confidence in the police complaints system' and the factors involved.</li> <li>Continue to engage with low confidence groups to understand better their experiences and perceptions.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> <li>Research team</li> </ul>	Y	Y	Y

Item	Activity	Lead/s	Year		
			1	2	3
6) Develop proposals for stakeholder scrutiny panels to advise on, and review, our operational work.	<ul style="list-style-type: none"> <li>• Provide requirements to Portfolio 1a.</li> <li>• Support programme and project leads (advice, facilitating contact with appropriate stakeholders etc)</li> </ul>	<ul style="list-style-type: none"> <li>• SE team</li> <li>• Portfolio 1a project leads</li> </ul>	Y		
7) Work more effectively with partners and stakeholders to share intelligence about emerging trends and issues.	<ul style="list-style-type: none"> <li>• Collate regular insight briefings and other reports and share internally to enable all staff to be aware of the views and experiences of different stakeholder groups.</li> <li>• Continue to develop effective mechanisms that enable effective collection and dissemination of insight from our engagement work.</li> <li>• Seek advice from statutory and non-statutory stakeholders with relevant expertise to help us identify the best mechanisms for drawing learning from our national operational work.</li> </ul>	<ul style="list-style-type: none"> <li>• SE team</li> <li>• KIM team</li> </ul>	Y	Y	Y
8) Continue our roundtable events with stakeholders to help inform our case selection process.	<ul style="list-style-type: none"> <li>• Support Portfolio 2 project: '<i>Thematic case selection and the investigations 'mix'</i>' with stakeholder advice, identification of potential delegates; briefing material etc.</li> </ul>	<ul style="list-style-type: none"> <li>• SE team</li> <li>• P&amp;E team</li> <li>• Assessment Unit team</li> </ul>	Y	tbc	tbc

Item	Activity	Lead/s	Year		
			1	2	3
9) Provide information and/or training to improve our network of advocates' understanding of the police complaints system, so they can support and advise the clients they work with.	<ul style="list-style-type: none"> <li>Continue to facilitate the helpline awareness sessions between CCC and stakeholders.</li> <li>Develop training materials and opportunities further in years 2 and 3.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> <li>CCC team</li> <li>L&amp;D team</li> <li>Comms team</li> </ul>	Y	Y	Y
10) Develop a proposal for an independent advocacy service.	<ul style="list-style-type: none"> <li>Scope the potential advantages/disadvantages of having an advocacy service for the police complaints system, as well as possible models of delivery and likely costs.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;E team</li> </ul>	Y		
11) Develop our existing relationship management framework.	<ul style="list-style-type: none"> <li>Revise / update initial framework with information owners assigned to key stakeholders and clear information on the responsibilities of a relationship owner.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> </ul>	Y	Y	Y
12) Identify and promote opportunities for staff to hear from service users, those with lived experience and stakeholders who work with, and represent, people impacted by our work.	<ul style="list-style-type: none"> <li>Collate and share offers for stakeholders to train IOPC staff, particularly SMNs.</li> <li>Task Portfolio 4 programme team with ensuring opportunities to incorporate people with lived experience into staff training are maximised.</li> </ul>	<ul style="list-style-type: none"> <li>SE team</li> <li>L&amp;D team</li> </ul>	Y	Y	Y

Item	Activity	Lead/s	Year		
			1	2	3
13) Make sure that the full range of our stakeholders and service users meet with senior IOPC staff on a regular basis.	<ul style="list-style-type: none"> <li>• Reviewing existing senior staff engagement activity.</li> <li>• Identifying priority organisations / individuals and area of focus.</li> <li>• Ensuring that information is recorded and accessible internally.</li> </ul>	<ul style="list-style-type: none"> <li>• SE team</li> <li>• L&amp;D team</li> <li>• Private Office / EAs</li> </ul>	Y	Y	Y

## ANNEX B Measures

*People from all backgrounds have confidence in the police complaints system and are willing to complain, their demographics are representative of those communities served by the police.*

Measures		Frequency
% Stakeholders who think the IOPC is improving public confidence in the police complaints system	Monitor	Annual
% Complaints from BME and young people	>11% (BME) >7% (YP)	Bi annual
<b>Public Perception tracker information</b> % Young people who believe their complaint will be dealt with fairly	Improvement target	Bi annual
% People from BME background are aware of the IOPC	Improvement target	Bi annual

Measures - Stakeholder Survey	Police		Police Accountability		Non-Police		Frequency
	Baseline	Target	Baseline	Target	Baseline	Target	
How much, or little, do you know about the Independent Office for Police Conduct	67% Know a lot or a fair amount	maintain or improve	88% Know a lot or a fair amount	maintain or improve	69% Know a lot or a fair amount	maintain or improve	Per reporting period (currently annual)
How favourable or unfavourable is your overall opinion of the IOPC?	37% Very or fairly favourable	maintain or improve	54% Very or fairly favourable	maintain or improve	51% Very or fairly favourable	maintain or improve	Per reporting period (currently annual)

How easy or difficult do you find engaging with the Independent Office for Police Conduct?	33% Easy	Upwards trend	73% Easy	Upwards trend	27% Easy	Upwards trend	Per reporting period (currently annual)
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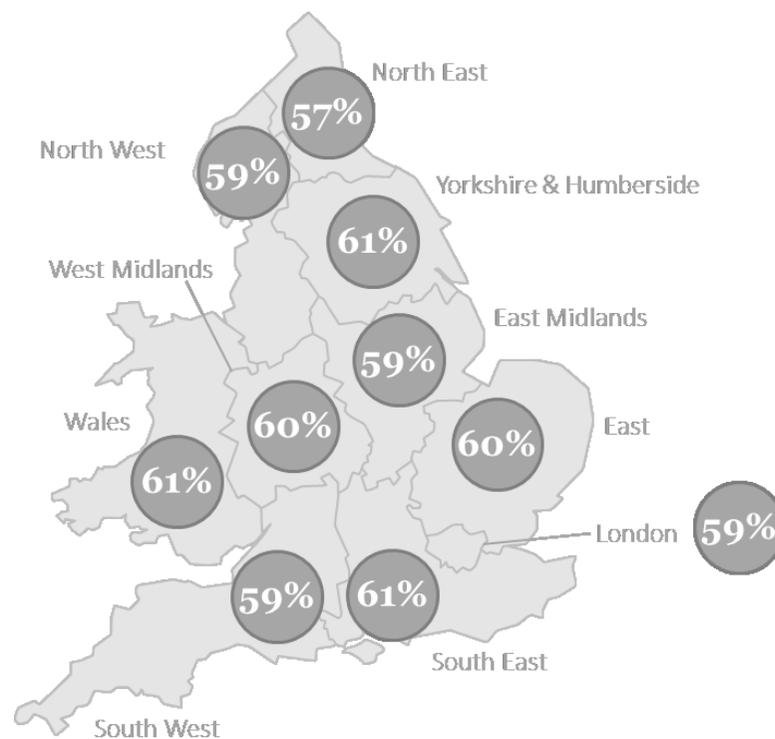
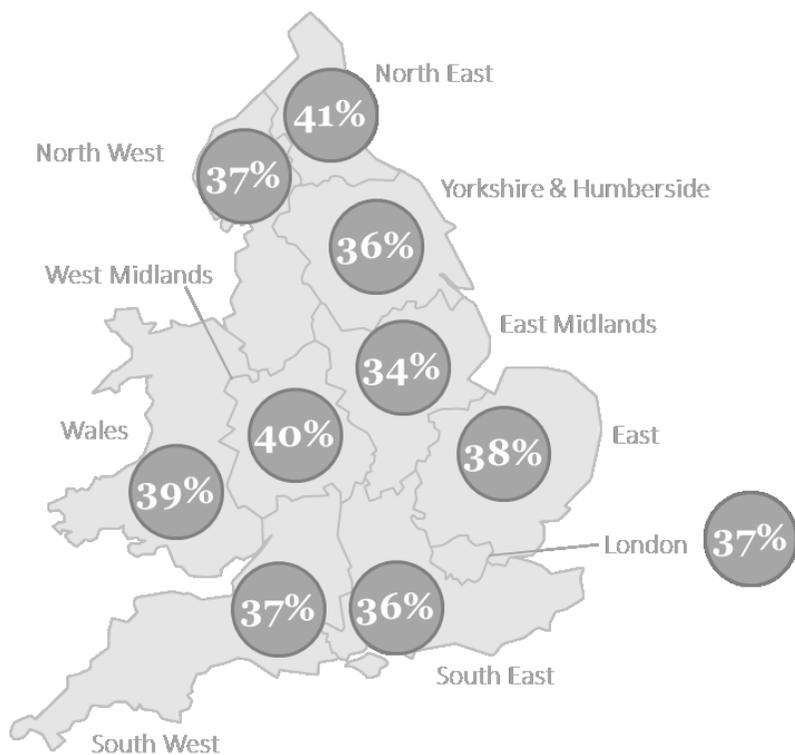
Measures - Public Perceptions Tracker	All respondents		BAME		Young people (aged 18 – 24)		With a disability or condition		Socio-economic grade (DE)		Frequency
	Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target	
Have you heard of the Independent Office for Police Conduct (IOPC) before today?	37%	2% annual increase	32%	2% annual increase	22%	2% annual increase	40%	2% annual increase	33%	2% annual increase	Annual
How confident, if at all, are you that the Independent Office for Police Conduct deals with its work in an impartial way?	60% Very or fairly confident	2% annual increase	53% Very or fairly confident	2% annual increase	61% Very or fairly confident	2% annual increase	57% Very or fairly confident	2% annual increase	54% Very or fairly confident	2% annual increase	Annual
If you were really unhappy about how a police officer behaved towards you, OR handled a matter in which you were involved, how likely would you be to complain?	67% Very or fairly likely	maintain or improve	67% Very or fairly likely	maintain or improve	67% Very or fairly likely	maintain or improve	70% Very or fairly likely	maintain or improve	65% Very or fairly likely	maintain or improve	Annual

## REGIONAL MEASURES

Against the figure for All Respondents (see above), we will seek to ensure that no region falls below 2-3%.<sup>8</sup>

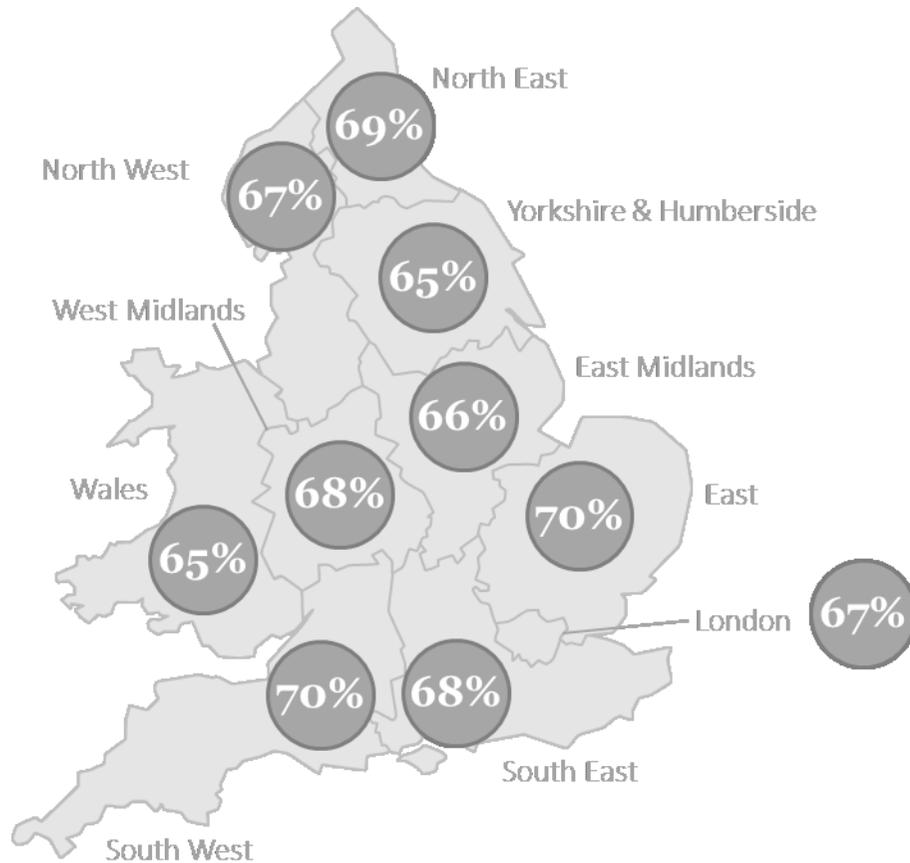
Have you heard of the Independent Office for Police Conduct (IOPC) before today?

How confident, if at all, are you that the Independent Office for Police Conduct, previously known as the Independent Police Complaints Commission deals with its work in an impartial way?



<sup>8</sup> Source of graphics: Populus Public Perceptions Tracker Summary of research for the 2018/19 financial year

If you were really unhappy about how a police officer behaved towards you, OR handled a matter in which you were involved, how likely would you be to complain?



## ANNEX C Key concepts and definitions

### What is stakeholder engagement?

Stakeholder engagement is built on the premise that those groups (or individuals) who can affect, or are affected by, the achievement of an organisation’s purpose should be given the opportunity to influence decisions that affect them. **It is important that there is a clear and consistent understanding regarding the different types of engagement that can take place.**

Ref.	Description	Key principles
<b>Public &amp; stakeholder participation</b>	<p>The process by which an organisation consults with or involves interested or affected individuals or organisations before making a decision or in relation to the ongoing delivery of its services.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- Detailed engagement plan to support the review of the discrimination guidelines.</li> <li>- Formal written consultation on section 22 guidance.</li> <li>- A community reference group to support an independent investigation.</li> </ul>	<ol style="list-style-type: none"> <li>1. The public, organisations representing their interests and our wider stakeholders have opportunities to contribute to developing IOPC policy, guidance and influence the way we deliver our services.</li> <li>2. Be representative whether by gender, race, age, class, sexual orientation, education or religion &amp; belief. This contribution is central to ensuring that the IOPC delivers high quality services that meet the public’s &amp; our stakeholders’ needs and expectations.</li> <li>3. Occurs at different levels of participation.               <ul style="list-style-type: none"> <li>- Inform</li> <li>- Consult</li> <li>- Involve</li> <li>- Partnership</li> </ul> </li> <li>4. Increasing influence and impact occurs as you move from the ‘inform’ to the ‘partnership’ level.</li> </ol>

Ref.	Description	Key principles
<b>Stakeholder Engagement (external)</b>	<p>Proactive practices, strategies and technologies that allow us to manage and analyse stakeholder interactions and related insight with the goal of improving relationships with stakeholders, taking action for mutual benefit and ultimately driving stakeholder advocacy.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>- Developing an MOU.</li> <li>- Engagement via agreed processes on individual cases.</li> </ul>	<ol style="list-style-type: none"> <li>1. Characterised by a long-term commitment from both parties.</li> <li>2. Encourage ethical challenge and be characterised as 'two-way' so that both sides have the opportunity to exchange views and information, to listen, and to have their issues addressed.</li> <li>3. Targeted at those most likely to be affected by our work.</li> <li>4. Clarity of key point contacts.</li> <li>5. Deliver benefits for both parties.</li> </ol>

## Public & Stakeholder Participation

### Levels of engagement - The ladder of participation

We have adapted the International Association for Public Participation’s spectrum of participation (which is based on Arnstein’s<sup>9</sup> ladder of participation) to set out the different levels of engagement we will use in delivering this strategy. Our aim is to undertake engagement that offers greater influence to participants wherever possible. A key part of our approach will include always being clear which level is being attempted in any given engagement exercise so participants can make an informed decision about taking part.



	Inform	Consult	Involve	Partnership
Purpose	Inform those affected.	Those affected can inform those making the decision / delivering the service.	Those affected are involved in the decision/ delivery of the service and may change it as a result.	Those affected jointly make the decision/ deliver the service.
Why?	To provide balanced and objective information to those affected.	To gather information to inform decisions or obtain feedback on analysis, delivery, options or decisions.	To work directly with the public/ stakeholders throughout process to ensure concerns & aspirations are understood and considered.	To partner with the public/ stakeholders in all aspects of decision/ delivery of service including the development of alternatives & creating solutions.

<sup>9</sup> Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35, No. 4, July 1969, pp. 216-224

<b>Examples</b>	<ul style="list-style-type: none"> <li>- Website</li> <li>- Leaflets</li> <li>- Bulletins</li> <li>- Direct mail outs</li> <li>- Blogs</li> <li>- Investigation updates</li> <li>- Press releases</li> </ul>	<ul style="list-style-type: none"> <li>- Public confidence &amp; stakeholder surveys</li> <li>- Ongoing customer feedback</li> <li>- Formal written consultation of Section 22 guidance</li> <li>- Public meetings</li> <li>- Commissioning focus groups</li> </ul>	<ul style="list-style-type: none"> <li>- IOPC External Reference Group</li> <li>- Reference groups to support major projects</li> <li>- Community Ref. Groups</li> </ul>	<ul style="list-style-type: none"> <li>- Independent members on IOPC Committees</li> <li>- Learning the Lessons Magazines</li> </ul>
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Communication Vs Engagement

There is a very clear dependency between this strategy and the IOPC **communications strategy**. It is important to be clear about the difference between the two.

- **Communication** is about connecting with people (the public and our stakeholders) by sending them information usually to raise awareness, change perception or behaviour. This can be done through multiple different channels, be interactive or ‘two-way’ and should be led by audience insight.
- **Engagement** is about focusing more on listening, to what others want and need and ultimately in involving them in problem solving or decision making. Like communication it should also be led by audience insight

There will be times when communication is appropriate rather than engagement, vice versa or a combination of the two.

## Planning Engagement Framework

When we plan any engagement exercise or build a regular engagement mechanism we will clearly define its scope by answering the following questions:

### 1. What is the purpose of the engagement exercise?

Establishing a clear purpose is the single most important stage of any engagement process. The purpose should:

- enable the creation of a shared understanding between the IOPC and those participating of the potential impact of the exercise, and
- include clarity of outputs and outcomes.

### 2. What is our promise to those participating?

We must be clear about what the engagement exercise change? Being clear what is 'up for grabs' is critical. Defining this will require liaison with the decision maker who must provide a clear statement on what can change. The International Association of Public Participation calls this the '**Promise to the Public**'.

### 3. Is engagement really appropriate?

A good engagement exercise should be embedded in the wider context and consider implications of other work being conducted and any related or local issues. Also, there is no point in considering an engagement exercise if:

- Nothing can change no matter the results of the engagement.
- There is no demand or interest from potential participants.
- There are insufficient resources to make the process work.

### 4. What are the risks?

All engagement exercises carry some risk, these can include:

- **Reputational** - everyone involved in an engagement exercise, including participants, risk potentially damaging their reputation when participating in an exercise.

- **Resources** - engagement exercises require funding; they take time, and they require skilled staff, which has implications for other priorities an organisation may have.
- **Relationships** - poorly designed engagement exercises and failure to deliver promised outcomes can damage relationships and undermine confidence in the organisation.

## 5. What level of engagement is being sought?

Will the exercise:

- **Inform** - Inform those affected
- **Consult** - Inform those making the decision
- **Involve** - Change the decision
- **Partnership** - Jointly make the decision

## 6. Who should be involved?

The exercise should involve the right participants and the way in which participants are selected should be as transparent as possible.

## 7. How will the exercise be evaluated?

This needs to be considered up front and factored into planning and resources.

## 8. What engagement method should be used?

This will largely be guided by the level of engagement being conducted and resources available. Methods include:

- **Appreciative Inquiry** - used to create a vision for the future and the plans to achieve it.
- **Citizen juries or panels** - small groups of non-specialists brought together to examine particular issues.
- **Consensus conferences** - panels of citizens that questions experts/providers on particular issues.
- **Consumer voice panels** - panels of service users brought together to discuss service quality or other related topics, and identity concerns and ideas for improvement.
- **Deliberative mapping** - involves specialists, stakeholders and the public to assess how participants rate different priorities.

- **Deliberative polling** - measures what the public might think about an issue by observing a test group of citizens' views as they learn more about a topic.
- **Digital engagement** - including online forums and the development of virtual networks.
- **Future search conference** - bringing together stakeholders to develop a shared vision and priorities for delivery.
- **Open Space events** - allows unlimited participants to form their own agenda and discussions around a central them.
- **Youth empowerment initiatives** - bespoke targeted initiatives to encourage youth participation.

## 9. How will the IOPC respond?

It is essential that explicit links are made between an engagement exercise and the location of the decision that will affect future action. Clarifying how the institution will respond should be determined at the outset.