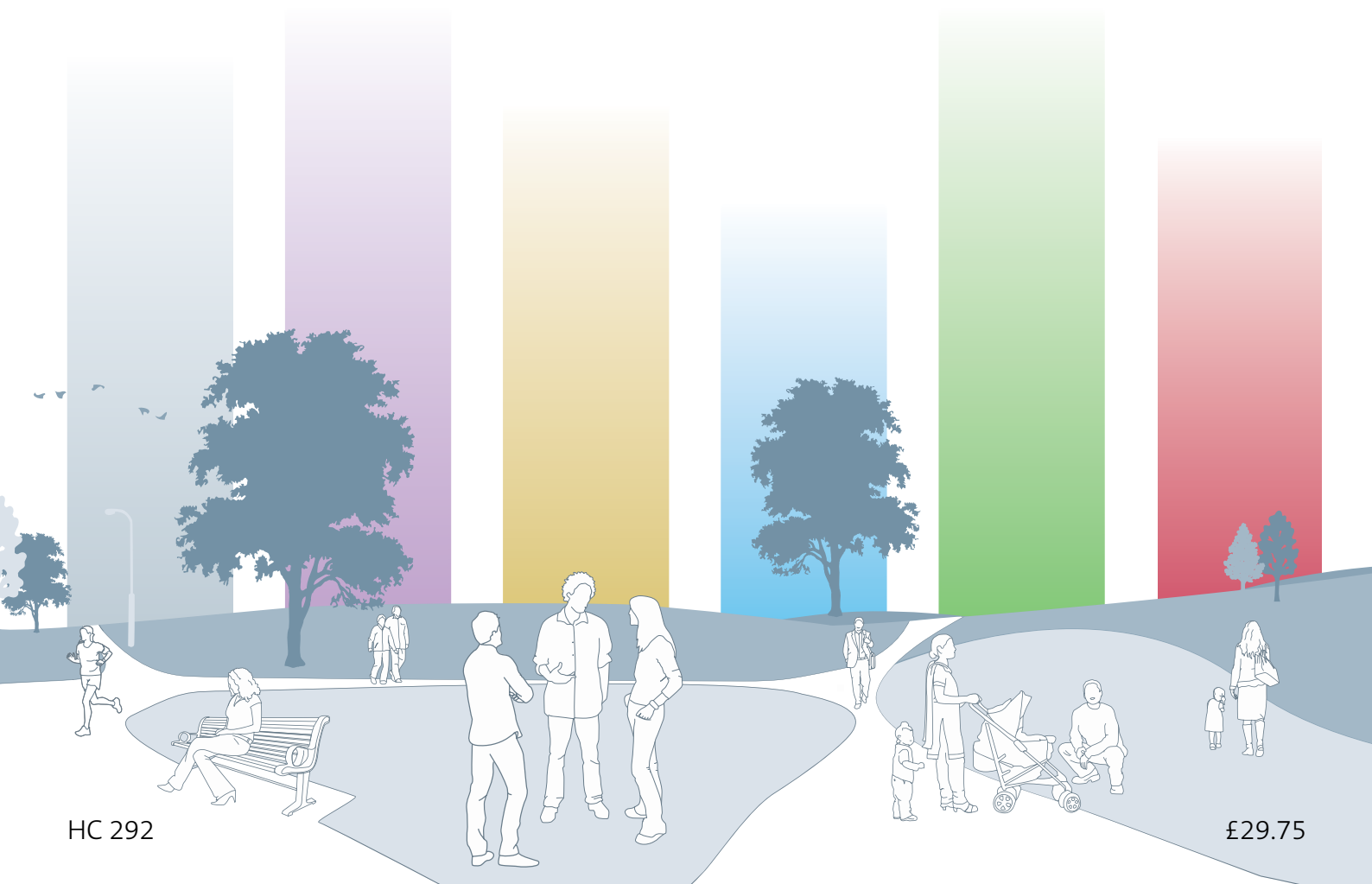


# Annual report and statement of accounts

2011/12



# Independent Police Complaints Commission Annual Report and Statement of Accounts 2011/12

Annual Report presented to Parliament pursuant to Section 11(5) of the Police Reform Act 2002  
Accounts presented to Parliament pursuant to Paragraph 17 of Schedule 2 of the Police Reform Act 2002  
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## Chair's foreword

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**In introducing this Annual Report, I am very conscious that it reflects the work and commitment of others: all the IPCC staff and Commissioners during 2011/12, under the leadership of Len Jackson as Interim Chair. Len, the other Commissioners and Jane Furniss and the Management Board guided the IPCC over an unexpectedly long transition period, which included some high-profile and contentious events and significant legislative change.**

In spite of that, the report shows some real progress against the IPCC's priority areas. In relation to deaths and serious injuries, we have been able to shape new guidance on custody handling and carry out extensive work on gender abuse and domestic violence, with the help of community and voluntary organisations. After detailed research and work with road safety groups and the Association of Chief Police Officers (ACPO), improvements have been made to police pursuit policy, resulting in a statutory code. We have responded to increased concerns about corruption allegations by producing a two-stage report: reflecting public views, current police practice in recording and referring corruption issues, and our own investigations. We have also worked to improve practice in relation to stop and search and public order policing.

But there is more to be done. We have made clear that, in some crucial respects, we lack both the powers and resources to be as effective as we need to be to fulfil our principal role of increasing public confidence in policing. Our inability to obtain information from third parties, to investigate private contractors, and to ensure that police officers and staff attend for interview in cases of death or serious injury, can block, hamper or delay investigations. Though we have increased the proportion of independent investigations, we lack resources to extend this further, or to exercise much more proactive oversight of investigations carried out by the police themselves. This is a particular concern in cases of alleged corruption or racism.

Some of these issues will undoubtedly be raised in our forthcoming review of the way we deal with deaths following police contact. That review will be informed by the experience and views of community groups and families, as well as those of police, lawyers and parliamentarians. Our current oversight of race cases dealt with by the Metropolitan Police Service will not only provide a picture of one force's response in this important area, but may also provide a template for similar exercises elsewhere.

The Police Reform and Social Responsibility Act 2011 led to considerable work during 2011/12. Staff have engaged with the drafters of the Act and its regulations, to try to ensure that it provides a simpler and less bureaucratic approach to dealing with complaints. One of the main aims was to ensure that less serious complaints are resolved swiftly and locally. However, the system remains complex, both for complainants and the police. One of our key tasks over the next year will be to try to ensure that it is working consistently well and fairly across forces.



Part of that will be the reissuing of our statutory guidance, which will now be part of a suite of documents to guide the public and frontline staff through the system. We will also, however, be reviewing our concept of guardianship, to ensure that we have effective oversight of the system, including those matters that are resolved locally in forces.

I am all too aware that I am taking on this role at a time of great challenge, for the police service and the IPCC. Both face reduced resources and high public expectations. The arrival of elected Police and Crime Commissioners will change the structure of policing and require renegotiation of relationships. Public order policing, race and discrimination, and deaths following the use of lethal force all remain contentious and potentially inflammatory issues, if not handled sensitively, proportionally and lawfully.

In this changing and challenging landscape, it is crucial to recognise and reinforce the importance of independent oversight. It is an essential part of public accountability over a service which can exercise coercive and potentially lethal powers. All my past experience has confirmed the importance of having an external check on processes and attitudes which may have grown up over time, as well as being able to provide confirmation of good practice or progress. That is not always a comfortable place to be – to be effective, we need to command the confidence of communities and families, while retaining credibility with the police and Ministers, without coming too close to them. I have not spoken to anyone in the IPCC who does not value and want to proclaim our independence – but we need to ensure that this is perceptible from the outside as well.

That leads to the second important point: public confidence. Over the last months, the IPCC, like the police itself, has had to face issues about public confidence in us and our work. No organisation is flawless. Learning lessons is as important for us as for the police. Eight years in, with a new Chair and the imminent appointment of new Commissioners, is a good time to do that and to make decisions about how we build on the past and prepare for the future. However, I think that we have often been criticised for what we can't do, shouldn't do, or used to do. It is clear that we need to engage with our critics: explaining and, where necessary, changing or seeking additional powers or resources. The review into deaths following police contact is a good place to start that process. So is the forthcoming Home Affairs Select Committee inquiry into the IPCC.

I would like to end, as I began, by recognising the work of all the IPCC staff and Commissioners that is reflected in this report, and in particular those who have had to take on additional responsibilities over the last two years. With them, I am looking forward to leading the organisation in its next stage of development.

A handwritten signature in black ink, reading "Anne Owers". The signature is fluid and cursive, with the first name "Anne" written in a larger, more prominent script than the surname "Owers".

**Dame Anne Owers**  
Chair

## Chief Executive's review of the year

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A number of events in the last year have placed the policing world at the centre of both public and media attention. This attention has in turn raised the IPCC's own profile. Our role and powers have placed us at the heart of a number of high-profile cases and stories that are shaping the public's view of modern policing and their confidence in it. At the same time, we have been heavily involved in preparing for the introduction of legislation that will change the policing landscape and the police complaints system. As all these events are set against the backdrop of the wider financial pressures facing the public sector, arguably 2011/12 has been the most significant year in the IPCC's relatively short operational life to date.

### Delivering independent investigations

Our independent investigations are the most visible aspect of the IPCC's business. They are essential in delivering our statutory duty to secure and maintain public confidence in the complaints system. They are also, rightly, the aspect of our work that receives greatest critical scrutiny from families, interested parties and the media. Each of us as citizens wants the reassurance that when something appears to have gone wrong, what happened will be rigorously independently examined and findings will be openly reported. The Commission has been clear that we should focus our investigative capacity on delivering more independent investigations in quicker-time. I am pleased that in the last year, for the first time since the IPCC was created we have completed more independent investigations than we started and we have succeeded in closing a number of longstanding investigations. The creation of the national investigations directorate and establishment of a national office has

enabled more consistent decisions on 'mode of investigation', tighter terms of reference and improved quality assurance. There is more to do, but I am pleased that feedback from many external stakeholders has indicated greater confidence in the quality of our investigations.

We know that we need to continue to learn and improve. The public concern expressed about our handling of the investigation into the shooting of Mark Duggan has resulted in a number of practical changes. We quickly implemented a new critical incident management process to deal with those cases in which our response is likely to have a significant impact on the confidence of families and communities. We have made use of this approach since last summer to good effect. In recognition that it was not sufficiently clear who should keep the media and public informed, we also reviewed and reissued our advice to forces to clarify the communication arrangements once the IPCC launches an independent investigation. We have reviewed our use of community reference groups, which can provide invaluable assistance to us. As Dame Anne Owers indicates in her introduction to this report, we have launched a major review of how we investigate deaths following police contact, which we think is timely and will enable us to review our internal processes and also to clarify the need for more powers and resources.

Continuing to build a diverse and skilled investigative team is a priority for the organisation. I am particularly pleased that during the last two years we have taken on our first intake of trainee investigators (none of whom had police or other investigative experience) who during the last year have demonstrated their potential to be the first cohort to 'graduate' as IPCC trained investigators.



We know some of our critics object to our employment of former police officers as they believe it calls into question our independence. I believe that our former police officers and staff, along with staff from a range of backgrounds, bring valuable skills and expertise that help to ensure we conduct thorough investigations able to stand the scrutiny of the courts. The majority of our investigators (and indeed our wider staff) do not come from a police background and I am keen that we continue to develop our own investigations workforce through a trainee scheme and recruitment from a diverse field.

### Effective complaint handling

The majority of people who have cause to contact the IPCC do so to make a direct complaint about a police force or to appeal against the police handling of a complaint. Under the current system the IPCC must forward all complaints to the responsible force. In the interests of promoting quick, local resolution of such complaints we have implemented an Access Strategy to support and assist the public to make their complaints directly to the appropriate force. As a result, during the last year we saw the second consecutive fall in direct complaints received by the IPCC, down from a high of 15,090 in 2009/10 to 12,750 in 2010/11 and last year to 12,447.

The volume of appeals to the IPCC is to some degree a reflection of complainants' satisfaction with the way police have handled their complaint or its outcome. Appeals to the IPCC often contain useful feedback to the police about how they have failed to address the complainant's concerns. With this in mind we have continued to work with forces on our 'Right First Time' campaign to improve local complaint handling. While 2011/12 has seen a further increase in appeals of around 3% to 6,476, the rate of growth is beginning to slow.

Our own handling and processing of complaints and appeals is heavily influenced by both volumes and the resources we have. During the last year I was able to make available some additional casework resources, which helped us to keep pace with demand and significantly improve our appeal response times. Budgetary constraints and the delayed implementation of the changes to the complaints system have meant that this additional capacity will not be available in future and this has already begun to impact on timeliness, presenting a challenge for us in the next year.

### Focusing resources on the frontline and guardianship

The challenges created by the Comprehensive Spending Review have necessitated some tough choices. We have prioritised resources on delivering our statutory frontline services. We have further restructured, reducing the number of people in management and support posts. We also made the difficult decision not to relocate one of our regional offices when the lease came to an end. Having previously moved from a regional to functional structure, this enabled us to achieve significant overhead savings. Where possible we transferred staff impacted by the closure to alternate office locations or home working, but regrettably, the decision not to relocate the office did result in a number of colleagues leaving the organisation.

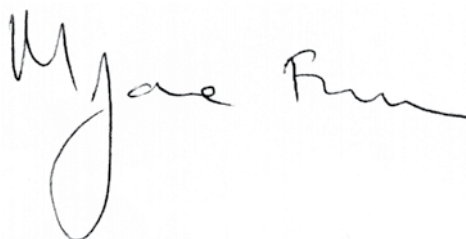
To support the Commission's wider guardianship responsibilities and oversight of the wider complaints system I have recognised the importance of retaining professional advice and support functions. In particular, our capacity to analyse the data and report publicly on how the complaints system is working through our performance framework, our data on deaths



following police contact and our wider research is critical to discharging our role in informing the public. During the latter part of the year, our reporting of the figures on deaths following police contact drew criticisms from interested parties and the media. Although I was very confident about the reliability of our data I asked the National Statistician to review our processes and reporting. I was pleased that she concluded that the criticisms were unsupported and I have accepted the helpful recommendations made to clarify the statistics further (see page 30).

In the wake of the concerns that emerged in the summer of 2011 about police handling of phone hacking allegations, the Home Secretary used her powers in the Police Reform Act to request that the IPCC provide a report on its experience of police corruption. In addition to analysing previously published data on corruption complaints from the public and referrals from the police, we took the opportunity to consult the public on their understanding and perception of police corruption. The report was produced in two parts. It has been laid before the Houses of Parliament and made public and is informing our work for the future. Public confidence in and co-operation with the police is crucially affected by whether we believe they act in the public interest and allegations of corruption are deeply damaging to this perception. The Commission is clear that it wishes to play a significant role in investigating serious allegations of corruption, particularly when it involves very senior officers. Our report sets out the actions we intend to take and implementation is well in hand.

I started by saying 2011/12 has been arguably the most significant of the IPCC's short life. It saw the departure of our longstanding Commissioner, Deputy Chair and for the past two years, Interim Chair, Len Jackson. Len had planned to retire from the IPCC in the autumn of 2011, but in the event found himself being asked to stay on. I personally am very grateful that he said 'yes' and for all his support and help during the past year; I know staff really appreciated Len's willingness to postpone the start of the next phase of his career. As the year ended, we have been delighted to welcome our new Chair, Dame Anne Owers. Her arrival is timely as we face another momentous year for the IPCC and the police complaints system.



**Jane Furniss CBE**  
Chief Executive and Accounting Officer  
27 June 2012

# About us

## Establishment and powers

The Independent Police Complaints Commission (IPCC) was established by the Police Reform Act 2002 and became operational in April 2004. Our primary statutory purpose is to secure and maintain public confidence in the police complaints system in England and Wales.

The Police Reform Act sets out the statutory powers and responsibilities of the IPCC, chief police officers and police authorities for the complaints system. The Act:

- guarantees the independence of the Commission
- outlines the IPCC's role as guardian of the police complaints system
- gives the IPCC a duty to secure and maintain public confidence in the police complaints system

The IPCC is independent. By law, none of our Commissioners can have worked for the police service in any capacity. We make our decisions independently of the police, Government, and complainants. The IPCC oversees the whole of the police complaints system and sets the standards against which the police should handle complaints:

- all complaints must be dealt with in accordance with legislation and the guidance issued by us and agreed by the Home Secretary
- all complainants who have their complaints dealt with by the police in the first instance have a right of appeal to us<sup>1</sup>
- we will independently investigate the most serious incidents and complaints

1. Subject to changes in the Police Reform and Social Responsibility Act 2011. See page 37 for further information.

- we will report publicly on the outcome of our investigations and make local and national recommendations as appropriate to help to ensure that the same thing does not go wrong again

## SOCA, HMRC and UKBA

The IPCC's remit also includes serious complaints relating to staff at the Serious Organised Crime Agency (SOCA) and Her Majesty's Revenue and Customs (HMRC) and serious complaints and conduct matters relating to officers and officials at the UK Border Agency (UKBA).<sup>2</sup> Pages 44-47 explain more about our work with these organisations during 2011/12.

## What we do

Police forces deal with the vast majority of complaints against police officers and police staff. The IPCC investigates the most serious complaints and allegations of misconduct against the police in England and Wales. We also consider appeals from people who are not satisfied with the way a police force has dealt with their complaint<sup>1</sup>.

As well as dealing with complaints, certain types of incident must be referred to us by the police, HMRC, SOCA, and UKBA – for example, when someone has died or been seriously injured following direct or indirect contact with staff from any of these agencies using police-like powers. Please see our website for further information about the types of incident that must be referred to us.<sup>3</sup>

2. From 1 March 2012, some staff and contractors who had previously worked for the UK Border Agency became part of Border Force, a separate Directorate within the Home Office. The UK Border Agency currently retains responsibility for making referrals to the IPCC on behalf of Border Force.

3. [www.ipcc.gov.uk/en/Pages/what\\_do.aspx](http://www.ipcc.gov.uk/en/Pages/what_do.aspx)

## Police Reform and Social Responsibility Act

The Police Reform and Social Responsibility (PRSR) Act 2011 extended our remit from January 2012 to include the London Mayor's Office for Policing and Crime (MOPC) and the Deputy Mayor for Policing and Crime. The London Assembly's Police and Crime Committee must refer allegations of criminal behaviour made against the Mayor and the Deputy Mayor to the IPCC.

In November 2012, elections will be held across England and Wales to select Police and Crime Commissioners (PCCs). The IPCC's remit will be extended to cover allegations of criminality made against all PCCs and Deputy PCCs. Such allegations will be referred to the IPCC by Police and Crime Panels.

The PRSR Act will also bring about changes to the way the complaints system operates. These changes will come into effect in November 2012. You can read more about the changes and our preparatory work on page 37.

## Our purpose and aims

We believe that public confidence in the police complaints system leads to greater trust in the police service as a whole, and that, in turn, contributes to an increase in the overall effectiveness of the police.

Figure 1 sets out our purpose and the four overarching aims that support it. For each aim, we have worked with stakeholders to develop the key outcomes, both for the complaints system as a whole and for the IPCC in particular. Against these outcomes, we have developed performance indicators for our Performance Framework. The Framework measures the achievement of our aims, and is used to judge

the success of the complaints system, both as a whole and its constituent parts: the IPCC, police forces, and other parties.

## Our values

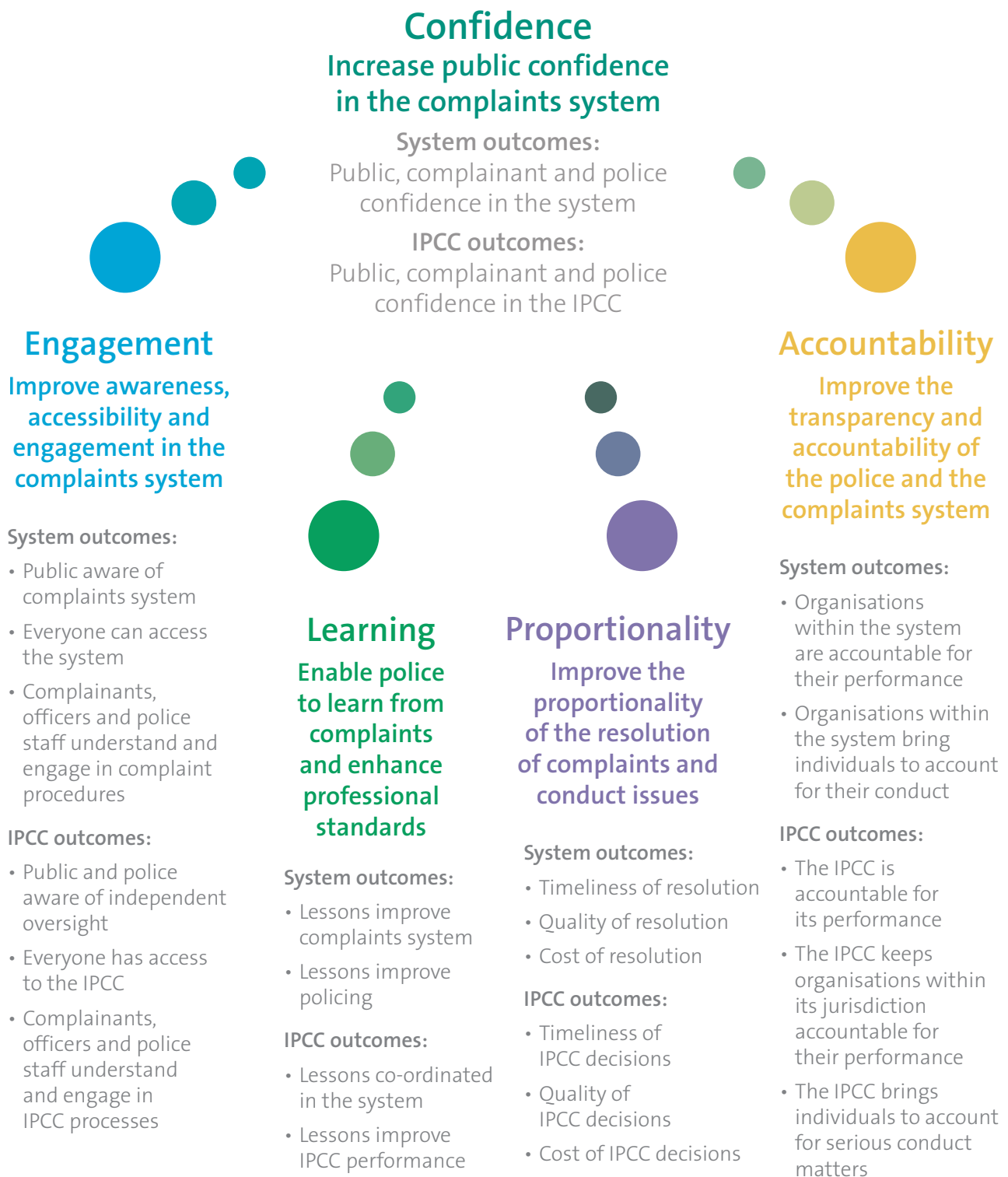
We are committed to our values, which underpin all our work. These values influence our plans, service delivery, and engagement with the police, community and voluntary groups, and complainants. They are also reflected in the recruitment of our staff and Commissioners, and in the way the organisation is run. Our values are:

- **justice and respect for human rights**
- **independence**
- **valuing diversity**
- **integrity**
- **openness**

Further information about our values is available on our website.<sup>4</sup>

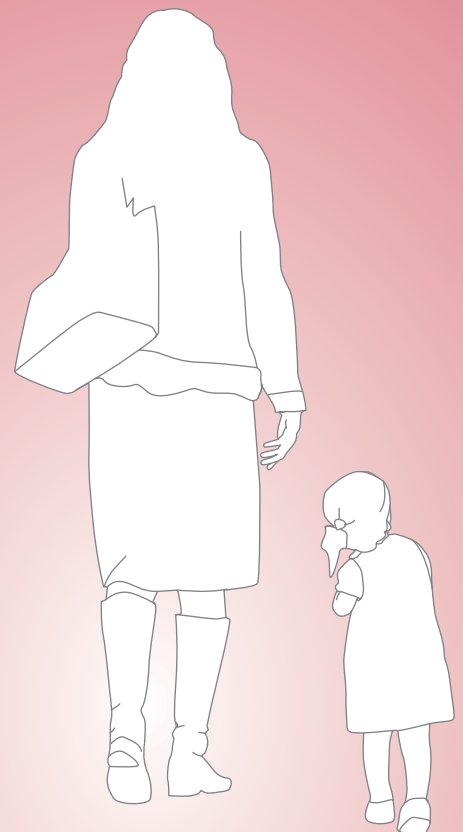
4. [www.ipcc.gov.uk/en/Pages/our\\_values.aspx](http://www.ipcc.gov.uk/en/Pages/our_values.aspx)

Figure 1:  
Our purpose and aims



## Priorities in 2011/12

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## Our work on corruption

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Police forces and police authorities are required by law to refer complaints or conduct matters to the IPCC if the allegation includes serious corruption. This includes any attempt to pervert the course of justice, passing on confidential information in return for payment or other benefits, and the supply of seized controlled drugs, firearms or other material.

Where corruption exists it is corrosive of the public trust that is at the heart of policing by consent. Public confidence in and acceptance of the police exercising their considerable powers over us all is heavily dependent on a belief in the integrity of individual officers.

The IPCC has required police forces to refer matters of serious corruption. Recently, some of these referrals have been particularly high profile as the allegations have involved senior officers, including those of the highest rank – Chief Constables and their deputies. Such cases are rightly viewed with considerable public concern and have tested public confidence in the police service.

Our work on police corruption has been a priority for the past three years and we have formalised this by adding it to the list of priority areas for 2012/13.

### Report commissioned by the Home Secretary

Under the Police Reform Act 2002 the Home Secretary has the power to commission reports from the IPCC on matters that arise from the IPCC having exercised its function. In July of last year, the Home Secretary requested a report on the IPCC's experience of corruption within the police service in England and Wales. We published part one of our report in September 2011 after it had been laid before Parliament.

The report provided details of cases under investigation by the IPCC relating to serious public concerns about phone hacking and the relationship between the police and the media; described the relative powers and roles of the IPCC and police forces themselves; and included some data, definitions and issues arising from corruption.

Part two of our report was published in May of this year. This report provided an update on concluded and ongoing cases, and put these in the context of corruption more generally, using:

- new findings about the public's view of police corruption and its impact on public confidence in policing
- analysis of data on recorded public complaints about police corruption
- analysis of corruption cases referred to the IPCC by police forces and their outcome
- case studies and the vulnerabilities they expose.

From this study, we identified a number of areas for change including:

- The need for clearer information for the public on what constitutes police corruption. The IPCC will produce a regular analysis of corruption cases it has dealt with identifying the emerging themes.
- The requirement for Chief Constables to ensure greater consistency in the recording and referral of corruption cases to the IPCC. The IPCC has written to Chief Constables making clear its expectations and this will be reinforced in the Statutory Guidance to be issued later this year.

- The need for a more effective national system for handling allegations against very senior officers i.e. those of ACPO rank. We will work with Her Majesty's Inspectorate of Constabulary (HMIC), the National Crime Agency (NCA) and the Crown Prosecution Service (CPS) to establish a more formalised and robust system for escalating such complaints.
- Most corruption allegations will continue to be dealt with by the forces concerned, including their own standards and anti-corruption units. The IPCC will consider whether its oversight of these processes needs to be strengthened, and what resources would need to be available to do so.
- The public expects serious corruption to be investigated by an organisation independent of the police. The IPCC stands ready to take on more corruption cases if additional resources are made available. Within existing resources, we will continue to conduct a small but increased number of independent investigations into corruption cases, prioritising those involving senior officers, serious criminal allegations and gross abuse of police powers.
- The additional powers necessary to enable the IPCC to conduct the most effective corruption-related investigations: in respect of contractors, access to third-party data and the power to require the police and other responsible bodies to respond formally to our recommendations. Discussions are under way with Home Office officials and Ministers to take these forward.

### Leveson Inquiry

The Leveson Inquiry was established to investigate the role of the press and police in the phone-hacking scandal of last summer. The Inquiry is considering 'the relationship between press and police and the extent to which that has operated in the public interest'.

The IPCC Chief Executive Jane Furniss appeared before the Inquiry in March to give oral evidence. Questioning largely followed on from written evidence we provided to the Inquiry earlier in the year. You can view both this evidence and a transcript of Jane Furniss' appearance on the Inquiry website.<sup>5</sup>

The Inquiry was particularly interested in hearing about how we as an organisation manage relations with the media and the issues associated with accepting hospitality from external contacts. Jane Furniss explained to the Inquiry that the IPCC's approach to both matters is set out in a Staff Code of Conduct, which contains clear guidance for all our staff about the expectations on them, their duty to act with integrity and what this means in practice. The Code also makes clear that all media contact should be referred to and channelled through the IPCC press office.

5. [www.levesoninquiry.org.uk](http://www.levesoninquiry.org.uk)

## Example cases

### **➔ Investigation into financial claims by senior police officer finds police authority did not know how money was spent**

The IPCC conducted an independent investigation into financial claims for development training made by Mr Adam Briggs while he was Deputy Chief Constable of North Yorkshire Police. We published the findings of this investigation in February 2012.

Mr Briggs had been awarded a contract when he joined the force as Deputy Chief Constable in June 2007 which, in addition to his salary, included a non-pensionable payment of £10,000 per annum. This payment was to cover the cost of private medical insurance and personal development training. In total, Mr Briggs received £31,647 during his time with the force separately from his salary.

In November 2007 Mr Briggs agreed a 24-month contract for personal development training with a company called Enabling Developments. He claimed the cost of this contract – £11,750 including VAT – from North Yorkshire Police, despite already being in receipt of the £10,000 per annum allowance.

Our investigation found that there was no system in place to audit how Mr Briggs used the allowance allocated to him. It also found that Mr Briggs had not gone through the correct procurement processes for the contract and that he had failed to seek any authorisation for the training.

We concluded that it was unacceptable for North Yorkshire Police Authority to give an officer more than £30,000 without any means for auditing how that money was spent.

We asked Mr Briggs, who had retired from North Yorkshire Police shortly before the investigation began, to assist either by voluntarily attending an interview or providing a statement to explain his decisions. Mr Briggs did not co-operate.

Mr Briggs should have been acting in a financially responsible way, which was open, transparent and auditable. It may well be that the money in question was used entirely legitimately, but his lack of co-operation with our investigation means that we are unable to report on whether this was the case. Mr Briggs has claimed subsequently that the investigation was vindictive, but he produced no evidence to support the allegation, which is strongly denied by the IPCC.

### **➔ Investigation finds senior MPS personnel showed poor judgement in dealings with former News of the World executive**

Two investigations into allegations linked to the relationship between the Metropolitan Police Service (MPS) and a former senior executive at the News of the World newspaper found that professional boundaries became blurred, imprudent decisions were taken and poor judgement was shown by senior police personnel.

The IPCC conducted two independent investigations, one into the decision to employ Chamy Media, a company set up by former News of the World executive Neil Wallis, as an advisor to the MPS, and the second into then Assistant Commissioner John Yates' alleged involvement in securing a job with the MPS for Mr Wallis' daughter.

Neil Wallis left his job with the News of the World in June 2009 and set up his company shortly before the Guardian newspaper ran an article claiming



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that phone-hacking was much more widespread than had been revealed previously. It is in this context that Mr Fedorcio (former MPS Director of Public Affairs) approached Mr Yates in August 2009 about employing Mr Wallis to assist with the MPS media strategy to provide additional public relations support during his deputy's absence. Mr Yates thought this "a sensible proposal".

The IPCC investigation concluded that Mr Fedorcio had a case to answer in relation to the way in which Mr Wallis' company was employed by the MPS. We found that he employed Mr Wallis prior to a written contract being agreed, thereby compromising the competitive process that should have been followed.

Mr Fedorcio also failed to monitor the contract and to ensure that Mr Wallis was vetted appropriately, and he did not inform the police authority about the nature of Mr Wallis' employment.

The MPS decided that he faced allegations of gross misconduct, but Mr Fedorcio chose to resign. The IPCC cannot prevent a member of police staff leaving before facing misconduct proceedings. However, we are aware that this can be hugely damaging to public confidence.

In the case of the employment of Ms Wallis, the IPCC concluded that employment policies were not followed and the responsibility for the lack of adherence to policy lay with the Director of Human Resources, Martin Tiplady. Mr Tiplady had retired some time before our investigation began. Ms Wallis was not at fault in any way.

We concluded that forwarding Ms Wallis' CV to Mr Tiplady did not amount to misconduct. However, the investigation did conclude that Mr Yates showed poor judgement in forwarding the CV.

Our investigations were limited in scope to the issues over which the IPCC has responsibility. However, the findings should be considered in context. Despite the growing phone hacking scandal, which must have exercised the MPS at a senior level and which was beginning to damage the reputation of the MPS in late 2009, senior people appear to have been oblivious to the perception of conflict.

The IPCC has recommended that the MPS reviews its practices in this area to ensure that they are not susceptible to allegations of interference or favouritism.

### ➔ *Ongoing cases relating to Operation Elveden*

The IPCC is supervising the Metropolitan Police Service's (MPS) ongoing investigation into inappropriate payments to police officers and other public officials, known as Operation Elveden.

The operation was launched in July 2011 as a result of documents being provided to Operation Weeting, a separate police investigation into phone hacking launched in January 2011, to identify any police officer who may have received payments for information from the News of the World newspaper.

As part of Operation Elveden, whose terms of reference were subsequently widened to include other public officials and other newspapers, the MPS and other forces have made a number of separate referrals to the IPCC as individual officers and conduct matters have been identified. As a result, the IPCC is carrying out its own investigations into the arrest of a 52-year-old man at his home in Berkshire in January 2012, and an allegation that a high-ranking MPS officer leaked information for an executive at News International – the parent company of the News of the World – and a serving officer of Superintendent rank from City of London Police who has arrested on suspicion of misconduct in public office.

Three further investigations involving identified officers remain supervised – the arrest of four people on 28 January, 2012; eight people on 11 February at addresses in London, Kent, Essex, Surrey and Wiltshire; and the arrest of a Surrey police officer in February.

### ➔ *Perverting the course of justice*

Commander Ali Dizaei, was convicted of misconduct in a public office and perverting the course of justice and received a sentence of three years imprisonment at a retrial in February 2012. He entered 'not guilty' pleas to the above indictments, but the jury returned unanimous 'guilty' verdicts on both counts. Commander Dizaei was dismissed from the MPS in May 2012.

The convictions and dismissal followed the completion of an IPCC independent investigation prompted by a complaint referred by the Metropolitan Police Authority from a man who had been arrested and held in police custody.

A Commissioner's Report outlining the findings of the investigation is available on our website at: [www.ipcc.gov.uk/en/pages/investigation-reports](http://www.ipcc.gov.uk/en/pages/investigation-reports)

### ➔ *Abuse of authority*

Grahame Maxwell, who was Chief Constable of North Yorkshire Police, received a final written warning after admitting gross misconduct at a conduct hearing. He has since retired. This was the first time in 34 years that a serving Chief Constable had faced such a hearing. In an earlier management meeting, Adam Briggs, Deputy Chief Constable of the same force received management advice after a finding of discreditable conduct and failing to challenge and report improper conduct (see page 14).

The investigation report is available on our website at: [www.ipcc.gov.uk/en/Pages/investigation\\_reports.aspx](http://www.ipcc.gov.uk/en/Pages/investigation_reports.aspx)

## An update on priority areas in 2011/12

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Through our corporate planning process, and in consultation with stakeholders, the IPCC has used evidence from our investigations, casework, and guardianship to select six priority areas, in addition to corruption, which guided our work in 2011/12. In selecting our priorities, we focused our attention on the issues that matter most to the public. We wanted to ensure that police forces learn and improve, such incidents reduce in number and public confidence improves.

Our work on these priority areas has included a programme of engagement with groups that represent communities who may come into contact with the police. The aim was to help us promote access to the complaints system, listen to and learn from the experience of these groups, and ensure that their feedback about the police, the IPCC, and the complaints system informs our future planning. The priority areas will be reviewed each year as part of our planning process.

The priority areas are:

- deaths and serious injury in police custody
- deaths and serious injury as a result of police use of firearms and less lethal weapons
- deaths and serious injury as a result of gender abuse and domestic violence, where it is alleged that the police have failed to protect the victim
- deaths and serious injury following road traffic incidents, which it is alleged the police have caused or failed to prevent
- police use of stop and search powers, and other issues affecting young people's confidence in the police
- policing of protests and public order incidents.

During 2011/12, in addition to the priority areas influencing our mode of investigation decisions for investigations, we focused on ensuring that we have in place effective ways of working in relation to each of the priority areas. Staff have continued to establish contact with stakeholders and communities, explaining the IPCC's role to them, and we have sought to increase our knowledge of the groups that have an interest in our work.

As part of our planning process, we have reviewed our priorities for 2012/13 and added corruption and race to the six areas.

## Deaths and serious injury in police custody

Deaths in or following police custody represent some of the most tragic cases we investigate. They impact on levels of trust and confidence in the police, particularly in Black and minority ethnic communities.

During 2011/12 we have worked with Inquest to develop our understanding of their work and vice versa. Inquest is a key stakeholder and we value their scrutiny of our work. We also continued our active participation in the Ministerial Council on Deaths in Custody, maximising opportunities for cross-department collaboration, and improving knowledge and understanding of best practice in relation to safer detention in police custody.

In order to ensure that the IPCC's recommendations for change were considered, we engaged with the Home Office on its review of the Police and Criminal Evidence Act (PACE) Codes of Practice C&H. This involved submitting a response to the Home Office consultation and attending the PACE review board. In addition, we have contributed to training run by forces for their officers on custody issues.

### Example cases

#### *Investigation finds 'inconsistent' custody practices*

The IPCC made a number of recommendations to improve custody practice within Avon and Somerset Constabulary after conducting an independent investigation into the death of 39-year-old Mark Read.

Mr Read, from Frome, was arrested in Bath for being drunk and incapable at about 6.50pm on 23 December 2008. He was taken to Bath Central police station. He was placed in a cell without CCTV and put on 30-minute checks.

Two of these checks were carried out, but the absence of a camera in the cell meant that there was no independent corroboration of the actions taken by the custody detention officer to rouse Mr Read and his response.

The investigation also found that following these first two cell visits the details recorded in the custody log were insufficient for the custody sergeant to properly risk assess Mr Read's ongoing fitness to be detained.

It was on the third cell visit to the cell at about 8.24pm that the detention officer found Mr Read unconscious. Officers administered cardiopulmonary resuscitation (CPR) until an ambulance team arrived. Mr Read was then taken to the Royal United Hospital, Bath. Despite further efforts to resuscitate him, Mr Read was declared dead at 9.17pm.

An inquest into Mr Read's death recorded a narrative verdict of accidental death contributed by neglect.

Our investigation found a lack of a consistent approach to custody practices and the implementation of relevant guidance and policies. This meant there was not a full record setting out the training staff received and detailing whether policies were properly explained to custody staff.

The force accepted all of the recommendations and took steps to address and implement change, including basing custody training around the ACPO Safer Detention Manual.

### **IPCC recommendations shape national guidance on custody handling**

Deaths in police custody remain relatively rare. It is vital that when there are lessons to be learned as a result of a death, these are shared throughout the police service.

The IPCC worked with ACPO and the National Policing Improvement Agency (NPIA) on the second edition of the ACPO Guidance on the Safer Detention and Handling of Persons in Police Custody, which was released in March 2012.

The guidance focuses on practical issues within custody. It aims to provide forces with a definitive guide to strategic and operation policies to raise standards of care within custody.

The IPCC made a number of recommendations on best practice as a result of learning from its investigations into deaths and serious injuries, complaints, appeals and its study of deaths in or following police custody (December 2010). These recommendations were reflected in the new guidance.

One key change relates to the handling of detainees who are intoxicated. A new definition of “drunk and incapable” has been included:

*Someone who is unable to walk or stand unaided, or is unaware of their actions or unable to fully understand what is said to them.*

If a person is found to be drunk and incapable, the guidance states that they should be treated as being in need of medical assistance at hospital and an ambulance should be called.

The revised document also gives further guidance on:

- the importance of risk assessments for people under the influence of drink and drugs
- the fact that risk assessments should reflect whether restraint techniques were used during arrest
- the recording of handover procedures within custody
- additional risks associated with people who are familiar to the police and are brought into custody under the influence of alcohol
- dealing with detainees with diabetes
- adequate rousing procedures to ensure that they involve a comprehensive verbal response from the detainee

Police officers have a duty of care to those in custody and the learning taken from IPCC investigations and our wider research will help to ensure that officers care for detainees in a safe manner and reduce the risk of deaths and serious injuries.

### **Investigation into death in custody finds a number of failures**

In February 2012, the IPCC released the findings of its investigation into the death of Mr Reece Staples, who died while in the custody of Nottinghamshire Police. The investigation was completed in mid-2010, but publication of the findings was not possible until an inquest had concluded.

At around 1.15am on Sunday 7 June 2009 Mr Staples was arrested in Nottingham on suspicion of criminal damage. At the time of the arrest he told officers a number of times that he had 'been to Costa Rica three days ago and swallowed some coke'. He also said 'I'm going to die'. He told officers to check with the airline to confirm he had been to Costa Rica.

While in a police cell Mr Staples suffered a seizure and collapsed. Custody staff attended and administered first aid while an ambulance was called. He was taken by ambulance to the Queens Medical Centre where he was found to have died. A post mortem carried out soon after his death found that Mr Staples died of cocaine toxicity and discovered 19 packages of cocaine in his stomach.

Our investigation found that Mr Staples did not receive an appropriate level of care following his arrest, and that officers should have taken him to hospital for medical treatment straight away when he told them that he had swallowed drugs.

We upheld a number of complaints made by Mr Staples' mother. The force subsequently made a number of changes to custody training and practice to address the findings of our investigation and reinforced that if an individual is believed

to have swallowed drugs they must be taken to hospital. On a visit to force custody suites an IPCC investigator spoke to a number of officers and was satisfied that learning had been well disseminated.

A jury returned a verdict of death by misadventure at Nottingham Coroner's Court.

## Deaths and serious injury as a result of police use of firearms and less lethal weapons

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All fatal shootings by the police are independently investigated by the IPCC. Two high-profile fatal shooting investigations which began in 2011/12 are the investigation into the death of Mr Mark Duggan after he was shot by officers from the Metropolitan Police's Specialist Firearms Command (CO19) and the fatal shooting of Mr Anthony Grainger by a Greater Manchester Police firearms unit in Culcheth, Cheshire. These investigations are continuing.

Less lethal weapons include Conducted Energy Devices (Taser) and the use of baton rounds. The IPCC monitors the use of Taser by the police service following the introduction on 1 June 2009 of additional criteria for forces to refer all complaints about the use of Taser to the IPCC.

The IPCC attends the ACPO Armed Police Working Group and through this forum is seeking better collaborative working, particularly in relation to post-incident procedures and management following fatal shootings. We have built on our work to establish our presence on the relevant ACPO working groups, continuing to influence policy and procedure on the use of Taser, and advancing consistent practices for the handling and investigation of fatal shooting incidents.

During 2011/12 we engaged with the ACPO Armed Police and ACPO Conducted Energy Devices Working Groups, ensuring that our feedback influences policy and procedure as well as the specific guidance and training provided to those using firearms and less lethal weapons.

ACPO guidance and training on the use of Taser have been revised and both now highlight the potential flammable risk of the combined use of Taser and CS spray, flagged by the IPCC following two referrals involving this combination.

We are currently preparing a report on the use of Taser. Its publication is dependent on outstanding data we are awaiting from the Home Office.

Our ongoing review into our work in cases involving a death, described on page 30, will inform our work in this area in the coming year.

### IPCC powers in death and serious injury investigations and to disclose information

We have been discussing with the Home Office whether the IPCC has the necessary powers to carry out its various functions. We are keen to ensure that our investigators can acquire all the necessary evidence, even where their investigations are not conducted on a criminal footing, this includes death and serious injury (DSI) investigations. We have come to the conclusion that officers should be under a duty to assist with our investigations and in the case of DSI investigations, ought to attend for interview as a matter of course. This is especially so when lethal force has been used by police officers – for example, where a person has been shot and killed.

If officers will not attend voluntarily, then we consider that the Police Reform Act (PRA) and related regulations should be amended to ensure they are required or compelled to attend. It would also greatly assist our investigators if we had the power to acquire information and documentation from non-police parties – especially in DSI investigations (for example, video footage from press agencies). Both of these require changes to the law.

In March 2012, we commented, as previously, that it was essential for families of those who have died at the hands of the state to play a full part in the process that establishes how and in what circumstances their family member died. Our principal statutory duty is to secure and maintain confidence in the police complaints system and one way in which this can be achieved is by ensuring that there is proper public scrutiny when someone dies at the hands of the state.

While it may be necessary on occasion to withhold information (for example, where a person's life may be in danger if information were to be revealed), as a general position we are frustrated by restrictions on the information we can share with families and other investigative forums (such as inquests), which may prevent a full public examination of the facts surrounding a death. As a general approach and within the law, we seek to find ways round these obstacles. However, in some circumstances our hands are tied by the law. One such provision is Section 17 of the Regulation of Investigatory Powers Act 2000. The impact of this is that not only can some information not be disclosed; we cannot even explain why we cannot disclose the information, as this would itself be a breach of the law.

In our view, this places investigative bodies in the invidious position of being unable to provide families and the public with meaningful information on important aspects of the investigation or even explain why that information cannot be provided. We feel that the law in this area requires revision to ensure greater public scrutiny.

## Example cases

### *Complaints against officers who used Taser during arrest rejected*

Following an investigation, the IPCC did not uphold complaints made against South Wales Police by Mr Jeffrey Evans and his son. This followed an incident when the men were Tasered during their arrest in August 2009.

Mr Evans complained that during his arrest a Taser barb was embedded in his head. He was taken to hospital where he received stitches to his forehead and nose.

Police officers attended the Evans' family home on 15 August 2009 after a taxi driver called 999 to report that two men had racially abused and physically threatened him. This was later proved to be Mr Evans and his son.

Mr Evans pleaded guilty at court to racially aggravated criminal damage. His son pleaded guilty to obstructing the police and racially aggravated Section 4 public order offences.

The evidence obtained in the course of our investigation did not support Mr Evans' allegation that he was assaulted by the police officers. The evidence indicates that he sustained his injuries as a result of a Taser-induced fall onto a hard surface and that officers gave appropriate medical assistance as soon as he was subdued. The weight of the evidence indicates that both men offered aggression and resistance when officers attended at their property and they were Tasered when the officers feared for their safety.

These were very serious allegations against the police officers who arrested Mr Evans and his son.



It was right that they were subject to a thorough investigation, which found that the officers acted properly and used reasonable force to arrest two men who violently resisted arrest.

 ***IPCC investigation concludes MPS firearms officer was justified in discharging weapon***

In December 2010, officers from the MPS's Flying Squad launched an operation focusing on a known criminal network. The group was known to use weapons and violence in their robberies.

Intelligence suggested that the group was likely to commit a robbery at Boots on Eltham High Street in south London in the early hours of Monday 13 December and an application for the authority to use firearms was submitted and approved.

On the morning of the robbery, officers were positioned close to the scene. A white Renault Megane, known to be associated with a man called Adrian Tynan, was spotted on a nearby road.

As the robbery took place, part of the specialist firearms team moved in and arrested two men inside the store. Shortly after the robbery the Megane was seen driving near to the car park at the back of Boots and the Tactical Firearms Commander authorised its interception. Officers followed the car for a short time until it pulled over.

A man got out of the Megane and jumped over the bonnet of the unmarked police car. When three officers got out of their car shouting "armed police", he stopped, lay face down on the floor and was handcuffed.

One of the firearms officers went to the door of the Megane and raised his gun, shouting "armed police." Adrian Tynan was sitting in the driver's seat. The firearms officer stated that he could not see the man's hands and saw him lean forward, which made the officer think he may have been reaching down for a weapon. Adrian Tynan told the IPCC investigation that he heard someone shout armed police, but could not see where the person was standing and could not see any police officers or vehicles as he was facing forward looking out of the windscreen. He had been trying to open the car door and, upon hearing "armed police", continued to try to do so.

The officer fired once, shooting Adrian Tynan in the mouth. He was taken out of the car and given first aid before being transferred to hospital. No weapons were found in the car.

In March 2011 at the Old Bailey, Adrian Tynan pleaded guilty to conspiracy to rob and was sentenced to two years in prison.

Our investigation concluded that due to Mr Tynan's non-compliance, and the known potential armed threat associated with this group, the firearms officer was justified in discharging his weapon.

## Deaths and serious injury as a result of gender abuse and domestic violence, where it is alleged that the police have failed to protect the victim

A steady increase in the number of referrals and complaints made to the IPCC has highlighted incidences of violence and abuse against women. In addition to reviewing and learning from investigations we have carried out, we have continued to interact with key agencies specialising in this field, learning from their expertise and experiences and using this knowledge to help improve our working practices.

Relationships with stakeholder groups have continued to grow. For example, we have liaised with Women's Aid and ran a workshop at a Women's Aid conference, which brought us into contact with a range of other stakeholders. In addition, we have made links with a number of new stakeholders, especially in the specialist area of stalking and harassment.

During 2011/12 we actively sought input from domestic violence and stalking and harassment groups to inform our work on a series of cases in the Essex force area which are currently under investigation. A community reference group was also convened at the request of a Commissioner following three separate incidents of domestic homicide where the police had prior contact with the victims. The group's membership consists of several experienced practitioners and policy makers from the voluntary and community sectors, enabling the IPCC to capture important themes and issues in its recommendations. In June 2011, an all-Wales conference was held in partnership between Gwent Police and the IPCC Cardiff office to look at the learning from recent high-profile Welsh cases and to help improve multi-agency working. You can read more about this on page 41.

Commissioner Amerdeep Somal continued to represent the IPCC on the Home Office Domestic Homicide Review Quality Assurance Panel. This Panel includes experts from both the voluntary and statutory sectors and was convened to quality assure all completed overview reports. The review panel also has the responsibility for reviewing decisions by local community safety partnerships about whether or not to hold a domestic homicide review. Additionally, the Panel checks the quality and recommendations of completed reviews to ensure that these are fit for purpose.

We have played an active role in the introduction of domestic homicide reviews, working with the Panel to ensure that the decision-making process associated with whether to hold a review is interpreted correctly. We have used our experience to ensure that these reviews are thorough and fit for purpose, and that lessons learned from domestic homicides are shared. We have also contributed to the development of training materials for Chairs of domestic homicide reviews.

Ms Somal has also engaged with the Domestic and Sexual Violence All-party Parliamentary Group led by Baroness Scotland, sharing learning from our investigations and highlighting areas of concern.

Membership of the ACPO Stalking and Harassment Working Group has continued. This Group includes representatives from statutory and non-statutory agencies with whom we have shared learning from our investigations.

We responded to Home Office consultations on the stalking and harassment and domestic violence disclosure schemes and have drafted new guidance for our staff on gender violence and honour-based killing.

## Example cases

### ➔ *Investigation finds individual and systemic failures in response to domestic incidents*

In October 2011, the IPCC published the findings of its investigation into Nottinghamshire Police's handling of domestic violence incidents involving Ms Casey Brittle. Ms Brittle was murdered by her estranged partner, Mr Sanchez Williams in October 2010.

The force conducted an internal review and identified that between September 2008 and August 2010 its officers had responded to 11 calls involving Ms Brittle. The matter was referred to the IPCC and an independent investigation began.

Our investigation found various failures by officers in individual incidents. As a consequence of the investigation six officers faced misconduct for their roles in three incidents, while a further four officers were dealt with through unsatisfactory performance procedures.

Aside from failures by individual officers, we found that Nottinghamshire Police did not have a thorough corporate approach to domestic abuse. In October 2008 the force had removed from circulation its domestic abuse policy after recognising it was outdated. No substitute document was made available until a revised version of the policy was made available to officers in March 2010. This resulted in a lack of knowledge and support for officers attempting to provide victims with the necessary support. A number of the officers interviewed as part of this investigation reported that they had not received domestic abuse training.

The systemic failures, which were documented in a Commissioner's Report, were compounded by the fact that the force had been warned previously about many of the same issues. In late 2009 the IPCC published the findings of its investigation into how Nottinghamshire Police had responded to reports of domestic violence concerning Ms Gail Hdili, who had been seriously assaulted by a former partner.

The force has begun work to improve the service they offer to the victims of domestic abuse. This has included working with Ms Brittle's mother, Ms Hdili and others to produce a training film for officers and staff about Ms Brittle's death and the force's new domestic violence policy.

### ➔ *Officer developed inappropriate relationship with a vulnerable victim of domestic abuse*

The findings of an IPCC investigation released in August 2011 showed that there were failings in the way that a Dorset Police officer handled allegations of domestic abuse.

Ms Katarzyna Ryba was murdered by Mr Piotr Zasada – her former partner – on 2 October 2009. Mr Zasada pleaded guilty to murder on 7 October 2010 at Winchester Crown Court. He was sentenced to life imprisonment.

Dorset Police made a referral to the IPCC because Ms Ryba had made allegations of domestic abuse prior to her murder. The investigation discovered that an inappropriate relationship had developed between Ms Ryba and PC Richard Allan.

Our investigation identified failings in the way that PC Allan handled Ms Ryba's allegations of domestic abuse, as well as failings by other police officers.

## Deaths and serious injury following road traffic incidents, which it is alleged the police have caused or failed to prevent

However, it was felt that these failings did not directly impact on the eventual tragic outcome. We also found that the Force's domestic abuse policy was out of date.

PC Allan was found to have formed an inappropriate relationship with a vulnerable victim of domestic abuse. It was also proven that he had deleted text messages he had exchanged with Ms Ryba once he discovered she had been murdered.

PC Allan was removed from frontline duties during our investigation and during this time he carried out unauthorised searches on the police computer. This led to a further investigation carried out by Dorset Police and supervised by the IPCC. In June 2011 PC Allan faced a police misconduct panel and was dismissed from service.

Three further officers received appropriate advice and Dorset Police has now addressed the issues raised by our investigation.

On average, approximately 30 people die each year in road traffic incidents (RTIs) involving the police. The majority of these deaths are the result of a police pursuit. In 2007, the IPCC conducted a detailed research study into police RTIs involving serious and fatal injuries. This report assessed the nature and circumstances of RTIs and made recommendations about improving practice and strengthening ACPO Guidelines for the Management of Police Pursuits.<sup>6</sup>

During 2011/12, our main objective for this priority area was to continue to support the implementation of the code of practice on the management of police pursuits, and to continue to engage with ACPO on any further changes to the guidance on pursuits.

In early 2011, we held an extremely productive meeting with Brake and RoadPeace and followed this up with written contact. Following the meeting, these groups wrote to the Minister for Policing to support the IPCC's view that the pursuit guidance should be made subject of a statutory code. Codification of the guidance took place shortly afterwards. We also worked with ACPO to ensure that the IPCC was fully prepared for the implementation of the code by providing a training session for all IPCC investigation staff. Using evidence from our investigations, we contributed to the ACPO Police Pursuits Steering Group, continuing to influence the group. We have also made use of statistical data on complaints, referrals, investigations and appeals to identify issues or trends relevant to this area and contributed to various RTI conferences, such as the Road Death Investigation Conference.

6. [www.official-documents.gov.uk/document/other/9781849874274/9781849874274.pdf](http://www.official-documents.gov.uk/document/other/9781849874274/9781849874274.pdf)

## Example cases

### ➔ *No evidence of misconduct found after investigation into police pursuit in Enfield*

In September 2011, the IPCC concluded that there was no evidence of misconduct after it investigated a police pursuit that took place in August 2010.

Twenty-year-old Mr Mircea Adam (also known as Bobi Rostas) was a passenger in a silver Mercedes, which was involved in a police pursuit. Mr Adam got out of the car, jumped over the barrier at a level crossing onto the track and was struck by a high-speed train. He was killed instantly.

The investigation established that an Acting Special Sergeant and two Special Constables from the MPS were on patrol in a marked police van in Enfield when they saw the Mercedes, in which Mr Adam was a passenger. The car was stopped at a junction. The officers conducted checks and discovered that the car was registered to a woman in Manchester and had previously been removed from the street for having no insurance.

The car then started moving and the Acting Sergeant, who was driving the police van, activated the blue lights and indicated for the Mercedes to pull over. The driver of the Mercedes pulled over, got out and looked at the police car, then got back into the car and drove away, accelerating to a high speed.

The Acting Sergeant initiated a pursuit, activating the sirens and blue lights. Our independent investigation took account of analysis of the police vehicle mobile data terminal, which confirmed the route, timing and approximate speed of the officers' journey. Investigators examined CCTV and police radio transmissions and obtained accounts from the driver and passenger in the car, and from the police officers involved.

We concluded that the Acting Special Sergeant was qualified to initiate a pursuit and was driving a suitable vehicle to do so. The information he received relating to the vehicle's history and the actions of the driver were sufficient to justify the initial pursuit.

An inquest into Mr Adam's death concluded with a narrative verdict, which was in line with the findings of our investigation.

### ➔ *Five officers given written warnings after failing to obey orders*

Mr Lee Lewis was taken to hospital following a pursuit by South Wales Police of a vehicle he had taken without the owner's permission. After being in hospital for 12 days he died after contracting a blood infection.

The IPCC investigated the police pursuit, which happened in May 2008, and found that five officers had failed to obey orders to stop pursuing. Our investigation concluded in March 2009 and was submitted to the Coroner. However, we were not able to report our findings until after an inquest into Mr Lewis' death was held.

Officers attempted to stop the car that Mr Lewis had taken and was driving after it was seen travelling without lights. Mr Lewis drove off without stopping and crashed into a wall following a police pursuit.

Five police officers were given written warnings after our investigation found that four constables had disobeyed orders from the police control room to stop the pursuit of Mr Lewis. The investigation also found that a sergeant travelling in one of the vehicles had failed to enforce this order and was therefore also given a written warning.

Some of the most telling evidence came from staff working in the police control room. These staff were satisfied that the officers involved in the pursuit were not pursuit trained. Based on what they were hearing at the time, they made the decision that the pursuit must not continue.

Our investigators were able to reconstruct what happened and the speeds at which the vehicles involved were travelling. During some stages of the pursuit there were four police vehicles in a convoy travelling at speeds of up to 87 miles per hour on roads with a 60 miles per hour limit. This included two police cars and two police vans, one of which was a dog handler's van.

South Wales Police considered the evidence from our investigation and disciplined the officers involved. An inquest into Mr Lewis' death returned a narrative verdict

### **Review of MPS policy and training recommended following fatal road traffic collision**

In August 2008, a teenage boy died in a road traffic collision in West Norwood, Lambeth, south London. The IPCC managed the subsequent investigation, conducted by the Professional Standards Directorate of the MPS. The investigation was completed early in 2011, but publication of the findings awaited the conclusion of an inquest.

Mr Reece Leon Robinson-Webber was killed when he lost control of the moped he was riding. The fatal accident occurred after he mounted a pavement during a police pursuit and lost control, colliding with a brick wall.

The pursuit began after the teenager had failed to stop when requested to do so by officers.

The officers reported to the control room that the young male had driven off on his moped as the patrol car approached. This was picked up by other patrol cars in the area, one of which engaged in a pursuit of Mr Robinson-Webber and attempted to stop him.

The investigation found that the officers involved had followed their force's training and practices and did not have a case to answer for misconduct or gross misconduct. However, the IPCC had

overall concerns about the standard of training made available to officers and staff in relation to motorcycle pursuits. At the time of the accident it was apparent that the approach taken by the MPS was inconsistent with the ACPO Guidelines for the Management of Police Pursuits.

After the conclusion of the investigation, the IPCC notified the MPS of its concerns and the force accepted our recommendations about the pursuit of motorcycles and their staff training.

In December 2011, an inquest into the death of Mr Robinson-Webber recorded a verdict of accidental death.

### **Publication of statistics on deaths during or following police contact**

Our report setting out the 2011/12 statistics on deaths during or following police contact will be published the day before this annual report. In 2011/12, the following number of fatalities occurred within each category:

- 18 road traffic fatalities
- 2 fatal police shootings
- 14 deaths in or following police custody
- 48 other deaths following police contact
- 39 apparent suicides following release from custody.

The report sets out demographic information about those who died, along with information about the nature of their death. It lists the age, gender and ethnicity of those who died and sets out the fatalities recorded across police forces and the circumstances of the deaths.

The full report is available on our website at [www.ipcc.gov.uk](http://www.ipcc.gov.uk)

## Review of the way we deal with cases involving a death during or after contact with the police

Part of the IPCC's role involves conducting investigations where Article 2 of the European Convention of Human Rights is engaged because a death has occurred either during or after contact with the police. This type of investigation is connected to several of our priority areas.

During 2011/12, we scoped and planned a review of the way we deal with these cases. The review will look at the IPCC's powers, resources and approach. It aims to:

- take stock after eight years of operation and identify any changes/improvements that are required to our approach, the resources allocated to this area and our powers
- engage extensively with all our stakeholders – particularly individuals who have been involved in our work in this area – to listen to their views and concerns
- improve public understanding of our work in this area and thus public confidence.

Before beginning the review we sought views from stakeholders on its scope and on the proposed methodology.

Chair of the IPCC, Anne Owers, has established a reference group to provide advice on the conduct of the review and on emerging findings.

This area of work will be a priority in the coming year and we will publish a final report once it is complete.

## Independent review of death statistics

In February 2012 the IPCC approached the National Statistician to request an independent review of its annual statistics of deaths during or following police contact and one-off IPCC study into deaths in or following police custody. The request followed media criticism by BBC Radio 4's File on Four programme and The Independent newspaper, among others, alleging that our statistics on deaths during or following police contact and restraint related deaths could not be trusted. These concerns were also echoed by the charity Inquest and Keith Vaz MP, Chair of the Home Affairs Select Committee.

Following a two-month review, Jil Matheson, National Statistician concluded: "The two publications are produced using a rigorous process and we have found no evidence that the figures are incorrect or that cases that should have been included in either publication have not been.

"We conclude that the criticisms made about the publications, that some specific, high-profile cases are not properly classified in the figures as deaths in custody, and that the figures involving police restraint are incorrect, are unsupported and may have been due to a misunderstanding about the scope of the definition 'deaths in or following police custody' and how causes of death are recorded in the publications.

"Both publications have been collated conscientiously with a consistent process. However, in order to enhance the public's understanding we have made some recommendations for how future publications could be made clearer."

## Summary of recommendations and responses from National Statistician's review of the IPCC's annual death statistics

Recommendation	Response
<p>1. Make clear from the outset where future research studies are one-off publications and how they relate to the regular statistical publications.</p>	<p>We have ensured that an explanatory commentary regarding the nature and content of the report is given prominence in order to avoid any potential misinterpretation by users.</p>
<p>2. Provide users with more information on the process for compiling the statistics – to improve trust in the statistics and how they are produced. Any useful information should be published as a standalone document alongside the publications on the IPCC website.</p>	<p>We have produced a stand-alone document, 'Guidance: IPCC Annual Death Report', which provides additional detailed information on how the IPCC collates and categorises deaths for inclusion in the annual report. This is available on the IPCC website.</p>
<p>3. Consider including in the annual statistics more detail on cause of death, including figures for secondary cause of death.</p>	<p>We have reviewed how we report on cause of death and where applicable, have included information on secondary cause of death.</p>
<p>4. Consider putting the annual statistics forward for an assessment by the UK Statistics Authority against the Code of Practice for Official Statistics.</p>	<p>We are currently consulting with the UK Statistics Authority with regard to making the deaths statistics a UK Official Statistic. It is anticipated that this process will be completed in time for publication of the 2012/13 figures.</p>
<p>5. The research team should also further develop its working relationship with the Home Office Head of Profession for Statistics, while being mindful of the IPCC's independence from the Home Office.</p>	<p>This process has already been initiated and we intend the relationship to be established further in the future in order to help safeguard the professional integrity of the statistics.</p>



## Police use of stop and search powers, and other issues affecting young people's confidence in the police

We recognise that police use of powers to stop and search people can have a significant impact on public confidence in policing. We are also aware that people who are unhappy with stop and search encounters – in particular, young people and those from Black and minority ethnic backgrounds – have the least confidence both in the police and the police complaints system.

We believe it is not enough for the exercise of stop and search powers to simply be within the law – the powers should be used in a way that is demonstrably fair and effective, and in a way that carries public confidence.

The IPCC has developed a position<sup>7</sup> regarding stop and search to help the police service improve the way it uses stop and search powers and to increase public confidence. We have raised awareness of our position through the media, community newsletters, presentations to and meetings with a wide range of community and policing stakeholders (including ACPO and the Policing Minister). We have also been working to raise awareness of our position across the police service, and among communities and other stakeholders. We are seeking further feedback from groups and individuals who have experience of, or particular interest in, police use of stop and search powers or other issues affecting young people's confidence in police.

In addition, we continue to monitor cases to identify issues and learning, and are working with the police service and government to bring about improvements by sharing our experience and disseminating lessons from relevant investigations.

During 2011/12, we obtained feedback from community stakeholders about use of stop and search, complaints and other issues affecting young people. The IPCC also made a number of submissions to Parliamentary committees, sharing our experience of the police use of stop and search powers to inform the development of legislation.

### Takeover day 2011

For the second year, the IPCC took part in Takeover Day – an event organised by the Children's Commissioner. Takeover Day gives children and young people the chance to work with adults and be involved in decision-making. Those taking part benefit from the opportunity to experience the world of work and make their voices heard, while adults and organisations gain a fresh perspective on what they do.

We hosted groups of young people at our London and Sale offices and planned a range of activities to introduce them to our work and allow them to share their experiences. Before their visit, many of the young people had never heard of the IPCC or been aware of their rights when stopped by the police, but they left aware of what we do and what they can do under the law to make a complaint. We shared information about the event throughout the day via Twitter.

This event provides a valuable way for us to interact with young people and we plan to take part in Takeover Day 2012.

7. Please see [www.ipcc.gov.uk/en/Pages/stop-and-search-young-peoples-issues.aspx](http://www.ipcc.gov.uk/en/Pages/stop-and-search-young-peoples-issues.aspx)

## Example case

### *Officer convicted of assault following complaint of excessive force*

After a four-day trial, PC Karl Bartlett, of the MPS' Territorial Support Group, was found guilty of assaulting a 14-year-old boy, a passenger in a vehicle he had stopped. This followed an independent investigation, which started after a complaint from Mr Lee Rosier and his passenger that three officers had used excessive force.

Mr Rosier, his 14-year-old passenger and a nine-year-old boy were returning home when their vehicle was stopped by a police van. Mr Rosier, who admitted using his mobile phone while driving, and his passenger were then forcibly removed from their vehicle. The 14-year-old boy had committed no offence and offered no resistance when officers stopped the vehicle he was travelling in. Both complainants sustained cut lips and facial injuries.

Members of the public must have confidence that police officers will not abuse their power and positions – and that they will be accountable in court if they abuse their powers.

PC Colin Nye was acquitted of the same offence and PC Anthony Read was acquitted of assaulting Lee Rosier, 24, during the same incident.

A report was submitted to the MPS Department for Professional Standards for their consideration in relation to any appropriate misconduct sanctions.

## Policing of protests and public order incidents

The right to protest peacefully is an important part of democratic life in England and Wales and the majority of demonstrations and marches take place without incidents or arrests. However, some protests and public order incidents can be highly charged situations that involve difficult decisions about policing.

The actions of the police in dealing with protests and public order are often subject to close public scrutiny. As guardian of the police complaints system, the IPCC has an important role to play in ensuring that public concerns are addressed. We have equal concern about the policing of football matches and other sporting events.

The IPCC independently investigates the most significant cases arising from public order incidents. As well as investigating the conduct of individual officers, we also share wider lessons learnt with all police forces. We are continually seeking to develop our knowledge and expertise in all aspects of public order policing, and to understand what styles and techniques work most effectively and appropriately. We are particularly keen to gain greater insight into the experiences and views of members of the public and their representatives on how public order events are policed.

During 2011/12, we met with a number of community stakeholders relevant to this priority area, and obtained their views on and/or experience of public order policing. We also engaged directly with police strategic commanders on public order issues via our input to the NPIA accredited training. This enabled us to put forward our views about best practice – for example, visible identification of officers and, therefore, increased accountability. More generally, it also afforded us an opportunity to address misperceptions and challenges about the IPCC.

We have participated in both new and existing ACPO working groups, which has enhanced our knowledge of developments in the police service around public order policing, and have continued our work to influence ACPO policies.

### Riots, Communities and Victims Panel

The Riots, Communities and Victims Panel was set up last year to explore the causes of the riots that took place in the summer. The Panel published its final report in March 2012.<sup>8</sup> The report made a number of wide-ranging public policy recommendations and included several recommendations under the heading ‘police and the public’. Some of these are relevant to the IPCC.

We are developing a response to the recommendations that relate to the IPCC. This will be published on our website in due course.

### Example cases

#### *Appeal partially upheld following complaint made after student protest*

In August 2011, the IPCC partially upheld an appeal from Mr Jody McIntyre in relation to a complaint he made to the MPS about the treatment he had received from officers in Parliament Square. His complaint related to incidents that took place during the student protests of 9 December 2010.

The IPCC agreed with the MPS’s findings in relation to a number of aspects of Mr McIntyre’s complaint. In particular, we agreed that officers did not assault Mr McIntyre when they removed him from his wheelchair and away from a dangerous part of the demonstration.

8. <http://riotspanel.independent.gov.uk/news/riots-communities-and-victims-panel-publishes-final-report>

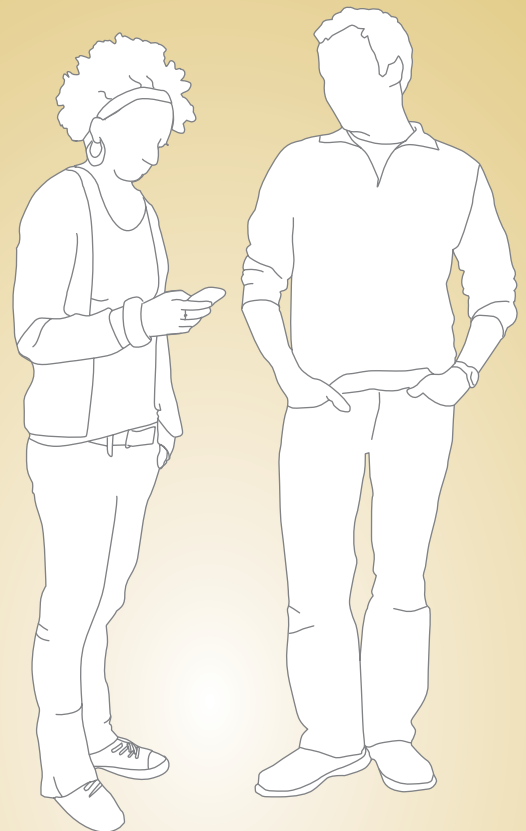
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However, we concluded that when an officer dragged Mr McIntyre along the ground, towards the end of the incident, this did amount to excessive force. In looking at the appeal, we believed that there was an indication that a criminal offence of common assault may have been committed. Therefore, the matter should have been referred to the CPS. However, because the MPS's investigation into Mr McIntyre's complaint took until 27 May 2011 to complete and the incident happened on 9 December 2010, by the time the IPCC received Mr McIntyre's appeal the six-month time limit in which such a prosecution could be commenced had passed. We found that the behaviour of the officer who dragged Mr McIntyre along the ground fell below the standards of professional behaviour and we recommended that the officer be subject to management action. The IPCC upheld this part of the appeal.

The MPS investigation into Mr McIntyre's complaint also found that he was struck by a baton, but it could not attribute this action to a specific officer. In looking at Mr McIntyre's appeal, we found that he had a legitimate grievance in respect of the baton strike and, therefore, that this part of his complaint should have been upheld. We suggested to the Met that an apology would be an appropriate way of dealing with this particular part of the incident and this has happened.

## Other key work in 2011/12

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### Preparing for the implementation of the Police Reform and Social Responsibility Act 2011

The Police Reform and Social Responsibility Bill received Royal Assent on 15 September 2011. The Act replaces police authorities with directly elected Police and Crime Commissioners (PCCs) and also includes a range of changes designed to improve the police complaints system. The IPCC fed its views into the Home Office during the development of the Act and has been consulted on the regulations, which contain much of the detail about the changes to the system.

In January 2012, the Metropolitan Police Authority was abolished and the occupant of the Mayor's Office for Policing and Crime (MOPC) is now responsible for overseeing the MPS. Since January, the IPCC has been responsible for deciding whether any allegations that the occupant of the MOPC or his Deputy has committed a criminal offence should be investigated.

In November 2012, elections will be held for PCCs for other police forces in England and Wales. The IPCC will also be responsible for deciding whether allegations of criminal activity by PCCs and their deputies should be investigated.

Other changes contained in the Act will also come into effect in November and will affect the police complaints system. These include:

- all complaints against the police will be dealt with under the same system, including 'direction and control' complaints<sup>9</sup>
- a person making a complaint will no longer have to give their consent for the IPCC to forward their complaint to the appropriate authority

- police forces will have greater discretion to resolve complaints locally
- chief officers will be responsible for dealing with appeals on some less serious complaints

Working closely with the Home Office, and with forces, we have been preparing for these changes, assessing how we need to adapt our ways of working to ensure that we are ready for the new approach. This includes revising our Statutory Guidance for forces – we will consult on the revised version ahead of it being introduced.

### Public confidence survey 2011

In June, we published the results of our 2011 public confidence survey. The survey is run by the British Market Research Bureau (BMRB) and asks a representative sample of the public in England and Wales about their willingness to complain, awareness of the IPCC and their knowledge of how to complain.

The key messages from the 2011 survey are similar to those of previous years. Overall, public perception of the police complaints system is positive, but particular groups, such as young people and ethnic minorities, are more sceptical and less inclined to use it.

Key points from the 2011 survey include an increase overall in public willingness to complain, with a particular increase among ethnic minorities, and a slight fall in people's awareness of the IPCC. Fewer people reported having had contact with the police but those who had, were generally happier with that contact.

You can read the full report on our website.<sup>10</sup>

9. These are complaints about the overall policies of a police force.

10. [www.ipcc.gov.uk/en/Pages/public\\_confidence.aspx](http://www.ipcc.gov.uk/en/Pages/public_confidence.aspx)

### Police complaints – publication of the statistics for 2010/11

In December 2011 we published the 2010/11 complaints statistics for England and Wales.<sup>11</sup> The report revealed that during 2010/11, more than 6,000 appeals were made to the IPCC about the way complaints had been handled by police forces. Close to 1,200 of these appeals were received as police forces had not recorded complaints, and for nearly 60 per cent of those the IPCC disagreed with the forces decision and directed them to record a complaint.

Another cause for concern is the length of time it takes police forces to handle complaints. There is a great deal of variation across forces, with some handling complaints much faster than the average and others taking much longer. Statistics reveal that across England and Wales it takes on average seven months to deal with a complaint handled by a formal police investigation, while for less serious complaints, dealt with by local resolution, it takes three months. In 2011/12, the time taken to finalise complaints increased by seven days on average by comparison with 2009/10.

The report also revealed that:

- during 2010/11 public complaints recorded against the police declined 4% from the previous year to 33,099 – the first reduction since reforms to the police complaints system were introduced in 2004/05
- the most common aspects of policing that people complained about remained the same as in previous years, with nearly 50% of allegations about neglect or failure in duty (27%) and incivility, impoliteness and intolerance (18%)

- we received 6,173 appeals relating to dissatisfaction with how police forces had dealt with complaints. 30 per cent of these were upheld

### Improving access to the police complaints system

To promote access to the police complaints system, we have continued work to implement our Access Strategy. The Strategy aims to make the complaints system more accessible for members of the public. We have carried out work on our website to increase online access to our services, introducing e-forms to enable people to submit a complaint online. We have also continued to increase our use of social media, which has helped to spread our messages to a larger and more varied audience than more traditional methods.

### Getting it right first time

As explained elsewhere in this report, the police themselves deal with the majority of complaints. Our Right First Time Campaign is about helping forces to improve the way they handle complaints. We have continued to work with forces to ensure that they listen to people who feel that the police service has failed them and provide an explanation or an apology where something has gone wrong. The aim of this work is to ensure that a greater number of complaints are resolved first time, leading to improved complainant satisfaction and fewer appeals to the IPCC. The early signs from the statistics for 2011/12<sup>12</sup> show some improvement on the previous year and we will continue this work in 2012/13.

11. Available at [www.ipcc.gov.uk/en/Pages/stats.aspx](http://www.ipcc.gov.uk/en/Pages/stats.aspx)

12. We will publish these statistics later in 2012.

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## Learning the Lessons Bulletins

We published three Learning the Lessons Bulletins during 2011/12. The Bulletin helps the police service to learn lessons from individual cases, and develop best practice. The issues published during the year under review focused on:

- learning from appeals
- use of force
- general issues

The Bulletins include summaries of cases that have given rise to recommendations for improving policing. These cases have been the subject of conduct investigations carried out by the IPCC or by police forces, SOCA or HMRC. The cases have been chosen because they provide learning opportunities for other police forces facing similar situations and may help them to improve their policy and practice.

The Learning the Lessons website<sup>13</sup> also includes links to associated learning reports, which contain more detail about the case and (where available) the action taken by the force in response to the learning. Bulletins and learning reports are anonymised to make it possible to circulate them more widely.

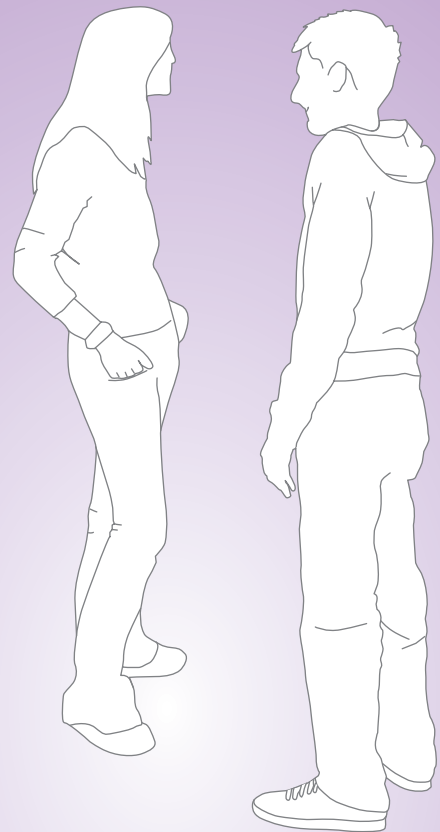
The Bulletin and associated website are a vital channel for sharing information across force boundaries, making the learning from adverse incidents available as widely as possible.

13. [www.learningthelessons.org.uk/Pages/default.aspx](http://www.learningthelessons.org.uk/Pages/default.aspx)



## Our work in Wales

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### Police complaints – the numbers

The IPCC's jurisdiction covers England and Wales and we have a dedicated Commissioner for Wales. We address national Welsh issues when delivering our services in Wales, and work with the Welsh Government to address both these issues and our specific statutory responsibilities.

We will publish complaints statistics for police forces in Wales for 2011/12 later this year.

### Working in partnership to improve public confidence

Each year we develop an engagement plan to support our guardianship role in Wales. The plan sets out how our national initiatives are best delivered given the local context, and ensures that we identify, and feed into our work, emerging issues from both the local community and policing sectors.

During 2011/12, we continued productive working relationships with the Children's Commissioner for Wales, the Public Ombudsman for Wales and the Wales Audit Office. Regular meetings are held with representatives from these organisations and the IPCC Commissioner for Wales during which relevant information is shared. If necessary, we are able to call upon assistance from these organisations in connection with specific investigations.

The IPCC Commissioner for Wales, together with the Chair and Chief Executive, holds regular meetings with the Presiding Officer for the National Assembly, as well as with the Minister for Social Justice and Local Government. These meetings ensure that they are fully aware of the role and responsibilities of the IPCC, and that we are informed about any local issues or concerns that they may have.

We have continued to work with the Association of Chief Police Officers in Wales (WACPO), actively engaged in the issues and challenges that Welsh forces are encountering. This forum provides a useful way for us to disseminate our key messages.

As in England, we are working with police authorities and other stakeholders in Wales to ensure that our performance framework data (complaints statistics provided by police authorities), and the Learning the Lessons initiative are used in a consistent and productive manner. This helps us to contribute to real improvements in the police service in Wales.

### All-Wales domestic abuse conference

The IPCC and Gwent Police held an all-Wales domestic abuse conference on 14 June 2011. The aim of the conference was to help improve the way the police and other agencies work together to support and protect victims of domestic abuse. Around 100 delegates attended, including representatives from the police service in Wales and expert practitioners in the field.

The conference built on the learning developed from four separate independent investigations conducted by the IPCC after four women were killed at the hands of their partners in Wales. It was a unique attempt to share the best practice being developed in response to the IPCC's recommendations across the four Welsh forces. The conference demonstrated that the IPCC exists to add value to policing by helping to ensure that recommendations are acted upon by the forces concerned and shared with other forces.

The conference received extensive media coverage. The main focus of the coverage was on how the IPCC works with the police service and other agencies, using the learning from our investigations in Wales to improve the way that forces are responding to domestic abuse cases.

We also made use of social media channels to share information about the conference both in the run up to the event and on the day itself. Some of the journalists who attended also tweeted about their news items, which helped to continue the online coverage and share our messages with a wider audience.

### Communicating in Welsh

The IPCC is fully committed to complying with its statutory duty under the Welsh Language Act 1993 to treat Welsh and English equally when conducting public business in Wales.

At the end of 2011, our Welsh Language Scheme had been in existence for three years. We have submitted a new action plan to the Welsh Language Board to ensure that the way we communicate with Welsh-speaking service users continues to develop. This plan is now being implemented.

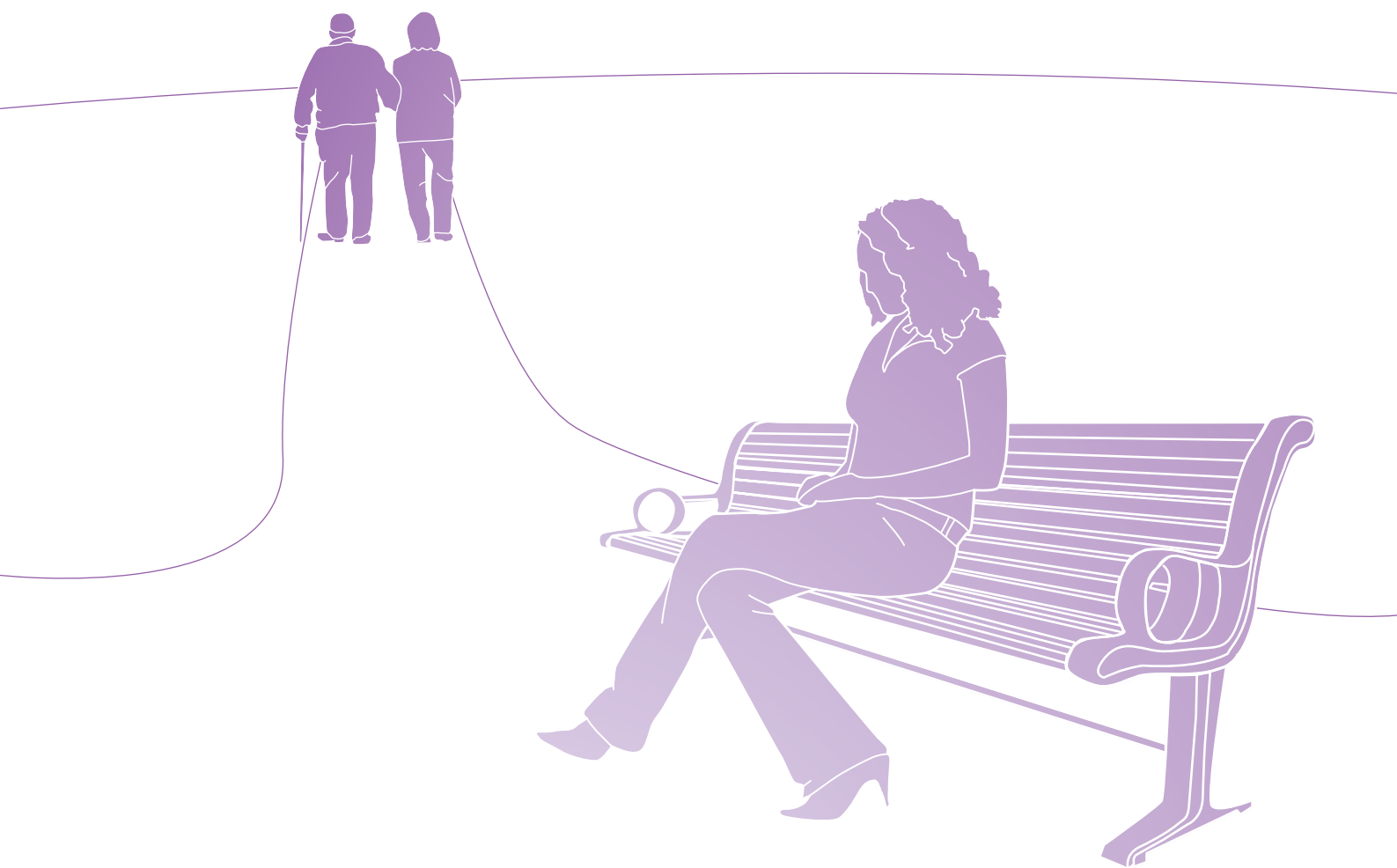
The coming year will see the introduction of new processes in response to the implementation of the Welsh Language Measure in Wales. A new Welsh Language Commissioner has been appointed who we will work with; taking a similar approach to the work we have done with the Welsh Language Board. We have continued to play an active role in the Wales Justice Network<sup>14</sup> – a group set up to promote the use of the Welsh language in justice agencies in Wales.

Throughout the year, we have continued our work to introduce a separate Welsh telephone line to allow Welsh speakers to contact the IPCC verbally.

### Partnership working

The IPCC continues to play a leading role in the Comms Cymru network, which includes communications professionals working across the whole public sector in Wales. The network is a channel for sharing best practice. It operates a website and runs regular conferences, seminars and training courses. The IPCC is a member of the network's steering committee and leads on the provision of training.

14. [www.commscymru.info](http://www.commscymru.info)



## Wider responsibilities – complaints and referrals from other organisations

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## HMRC

The IPCC's jurisdiction over HMRC covers:

- all mandatory referrals, which includes serious complaints and incidents such as alleged assaults, discriminatory behaviour, corruption and deaths during or following contact with HMRC staff
- voluntary referrals – when HMRC decides it is appropriate to refer other allegations to the IPCC
- appeals against HMRC non-recording of a mandatory referral
- appeals against the outcome of an investigation of a mandatory referral

When cases are referred to the IPCC, we then decide the appropriate mode of investigation. Allegations may be:

- independently investigated by the IPCC
- investigated by the police or HMRC under the management or supervision of the IPCC
- investigated locally either by HMRC or the police

The criteria for handling complaints and referrals for HMRC differ slightly to those for the police.

### Work in 2011/12

We are working closely with HMRC on producing statutory guidance to set out how complaints against it are handled. A 12-week public consultation was carried out last year and the feedback from that consultation has been incorporated into the guidance. We will publish the finalised guidance later this year.

## Investigations and appeals

During the period 1 April 2011 to 31 March 2012 the IPCC received 14 referrals from HMRC. Of these referrals:

- One was independently investigated
- One was subject to a supervised investigation
- Six were sent back to HMRC for local investigation
- Six were referred back to HMRC to be dealt with as they see fit

The IPCC received five appeals relating to HMRC cases during 2011/12. All five appeals were against the outcome of an investigation. In 2011/12, five investigation appeals were completed, four of these were not valid and one was not upheld. The IPCC also received two non-recording appeals. Both were completed and both were not valid.

## UKBA

In the case of UK Border Agency Officers, Border Force Officers, or certain contracted staff carrying out an immigration or asylum function, the IPCC oversees complaints and conduct matters involving both:

- a serious allegation about the conduct of a member of UKBA staff or relevant contracted staff employed by UKBA
- the exercise of police-like powers

When UKBA staff, Border Force staff, or relevant contractors have carried out customs functions, the IPCC oversees all serious matters, regardless of whether a police-like power has been exercised.

The IPCC's remit applies to the newly created Border Force in the same way that it applies to UKBA.

The IPCC's jurisdiction over UKBA covers:

- all mandatory referrals, which includes serious complaints and incidents such as alleged assaults, discriminatory behaviour, corruption and deaths during or following contact with UKBA or Border Force staff
- voluntary referrals – when UKBA decides it is appropriate to refer other allegations to the IPCC
- appeals against UKBA non-recording of a mandatory referral
- appeals against the outcome of an investigation of a mandatory referral

When cases are referred to the IPCC, we then decide the appropriate mode of investigation. Allegations may be:

- independently investigated by the IPCC
- investigated by the police or UKBA under the management or supervision of the IPCC
- investigated locally either by UKBA or the police

The criteria for handling complaints and referrals for UKBA differ slightly to those for the police.

### Work in 2011/12

The IPCC has been working with the Home Office to revise the regulations that govern the handling of serious matters. These revisions will correct some minor issues that have been identified with the regulations and simplify the content.

When the revised regulations have been laid before Parliament, the IPCC will work with the Home Office to produce statutory guidance to set out how complaints against UKBA and the Border Force are handled.

### Investigations and appeals

During the period 1 April 2011 to 31 March 2012 the IPCC received 23 referrals from UKBA. Of these referrals:

- Twelve were sent back to UKBA for local investigation
- Eleven were referred back to UKBA to be dealt with as they see fit

The IPCC received four appeals relating to UKBA cases during 2011/12. All four appeals were against the outcome of an investigation. In 2011/12, four investigation appeals were completed, three of these were not valid and one was not upheld.

## SOCA

The Serious Organised Crime Agency (SOCA) was set up on 1 April 2006 to combat serious organised crime. The IPCC is responsible for the way that complaints against SOCA are handled, with the exception of complaints relating to proceeds of crime activity.

During 2011/12 we have been working with the Home office around the creation of the National Crime Agency and the oversight that the IPCC should have over this new agency, which will replace SOCA with effect from late 2013.

### Investigations and appeals

During the period 1 April 2011 to 31 March 2012, SOCA referred 16 complaints and conduct matters to us. Of these:

- One was independently investigated
- One was subject to a supervised investigation
- Seven were returned to SOCA for local investigation
- Seven were returned to SOCA to be dealt with as they see fit

The IPCC received 11 appeals relating to SOCA cases during 2011/12. Seven investigation appeals were completed. One of them was upheld, three were not upheld and three were not valid. Four had a decision pending.

We also completed six appeals against the non-recording of a complaint of which three were not valid, two were not upheld and one was upheld.



## Our targets and performance in 2011/12

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We performed well during 2011/12, meeting the high demand for our services and maintaining the time it takes to complete our work.

We started a further 126 independent investigations, a challenging figure given the exceptional demand during the previous year. We completed 130 independent investigations. We were successful in starting fewer managed investigations, taking on more independent investigations using our own investigators. We used our resources effectively and completed more independent investigations than we started, a number of which were high profile and complex, and were also able to complete several long-running investigations.

We dealt with more than 6,400 appeals from the public, a further 3% increase compared to the previous year. We were able to achieve our aim to complete these appeals, on average, within 35 working days and improved the satisfaction of appellants with the appeals process in general to 54% (see page 53 for further information).

We also saw excellent results for our response to and forwarding of complaints made to us directly from the public. We processed more than 12,400 such complaints and continued to assess these to ensure that those of greatest concern were dealt with promptly.

This section outlines the demand for our services and our performance during 2011/12.

## Referrals

The most serious complaints and incidents recorded by the police, Her Majesty's Revenue and Customs (HMRC), Serious Organised Crime Agency (SOCA) or United Kingdom Border Agency (UKBA) must be referred to us, and for the second year running, the number of referrals made to us has fallen (see figure 2). During 2011/12 we received 2,165 referrals, a 10% decrease compared to the previous year. We believe this is due to our improved engagement with forces before referral.

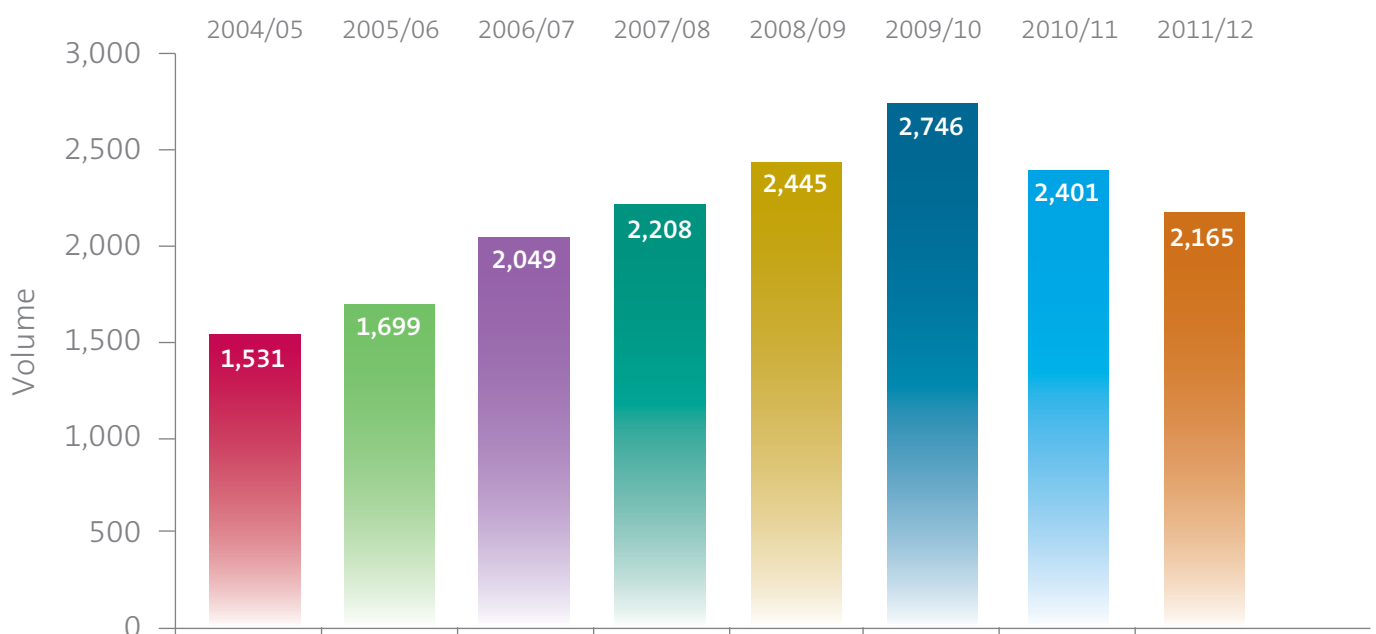
We aim to make a decision on how a referral should be handled and to communicate this decision back to the force within two working days for 90% of referrals made to us. During 2011/12 we were able to provide a quick response in 88% of cases, maintaining the performance achieved during the previous year, with referrals taking on average 1.72 working days to complete.

## IPCC investigations

Throughout the year the demand on our investigations resource remained high. We used this resource effectively, ensuring that all matters that were a priority based on the IPCC's current criteria were investigated independently. During 2011/12, we decided to independently investigate, using our own investigators, 126 of the most serious matters referred to us; a challenging figure given the exceptional demand during the previous year and the number of high-profile and complex cases we have undertaken (see figure 3 overleaf).

We actively sought to reduce the number of managed investigations (see 4 overleaf), taking more cases independently, recognising that public confidence is higher for independent investigations. We decided to manage 28 of these investigations during 2011/12 – this is the lowest number since we became operational in 2004.

Figure 2  
Referrals to the IPCC



By adopting a focused terms of reference, undertaking reviews early in the life of an investigation, and regularly analysing our longer cases, we achieved our target to complete at least as many investigations as we started. Holding our caseload of investigations at a manageable level

allowed us to respond to the serious, high-profile cases as they arose. We reduced the number of open independent cases from 92 in 2010/11 to 86 in 2011/12 and there were only 19 managed investigations ongoing at the end of the year, the lowest figure since our first year of operation (see figure 5).

Figure 3  
Independent investigations started and completed<sup>15</sup>

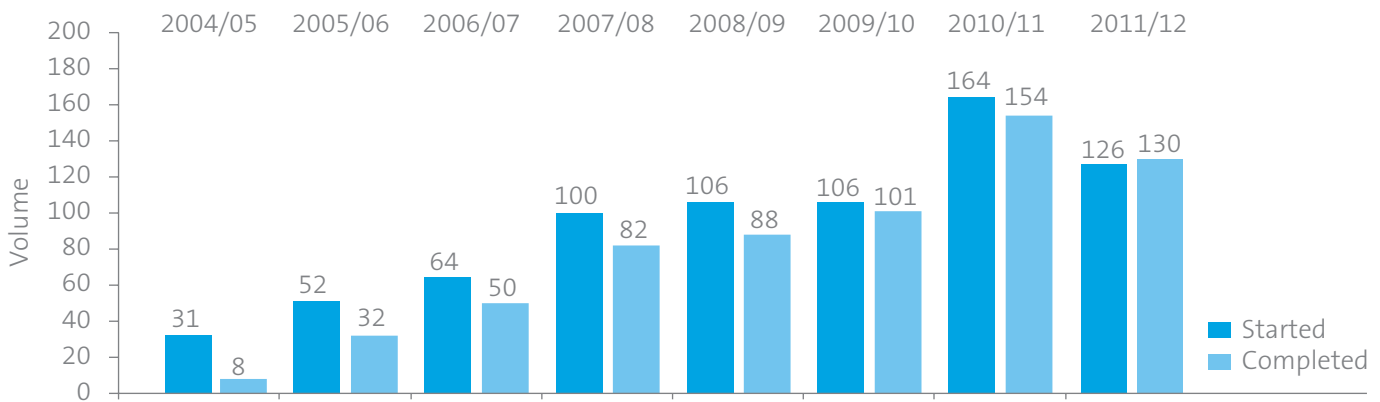
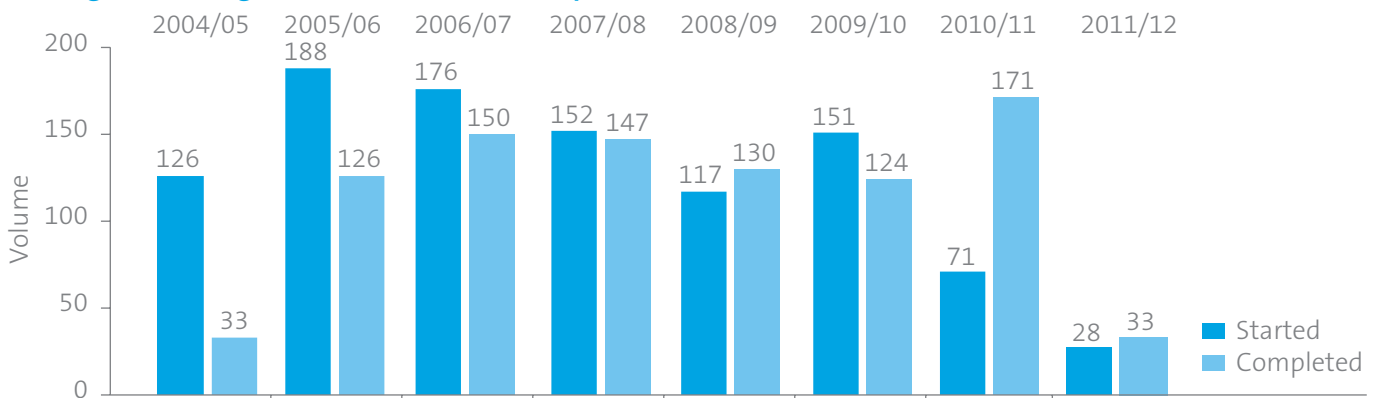


Figure 4  
Managed investigations started and completed<sup>16</sup>



15. The investigation type is reviewed throughout an investigation and may be redetermined at any time. If an independent investigation is subsequently redetermined it will be counted as an independent investigation started, but not as an independent investigation completed. This means that the variance between the number of independent investigations started and the number completed will not equate to the number of independent investigations ongoing.

16. The investigation type is reviewed throughout an investigation and may be redetermined at any time. If a managed investigation is subsequently redetermined it will be counted as a managed investigation started, but not as a managed investigation completed. This means that the variance between the number of managed investigations started and the number completed will not equate to the number of managed investigations ongoing.

We also sought to maintain the time it took us to complete independent investigations in 2010/11 and to support forces to reduce the time taken for them to complete managed investigations. We set a target to complete 60% of independent investigations within 157 working days and we reached this for 59% of independent investigations that we closed. By the end of the year 33% of managed investigations had been completed within 157 working days.

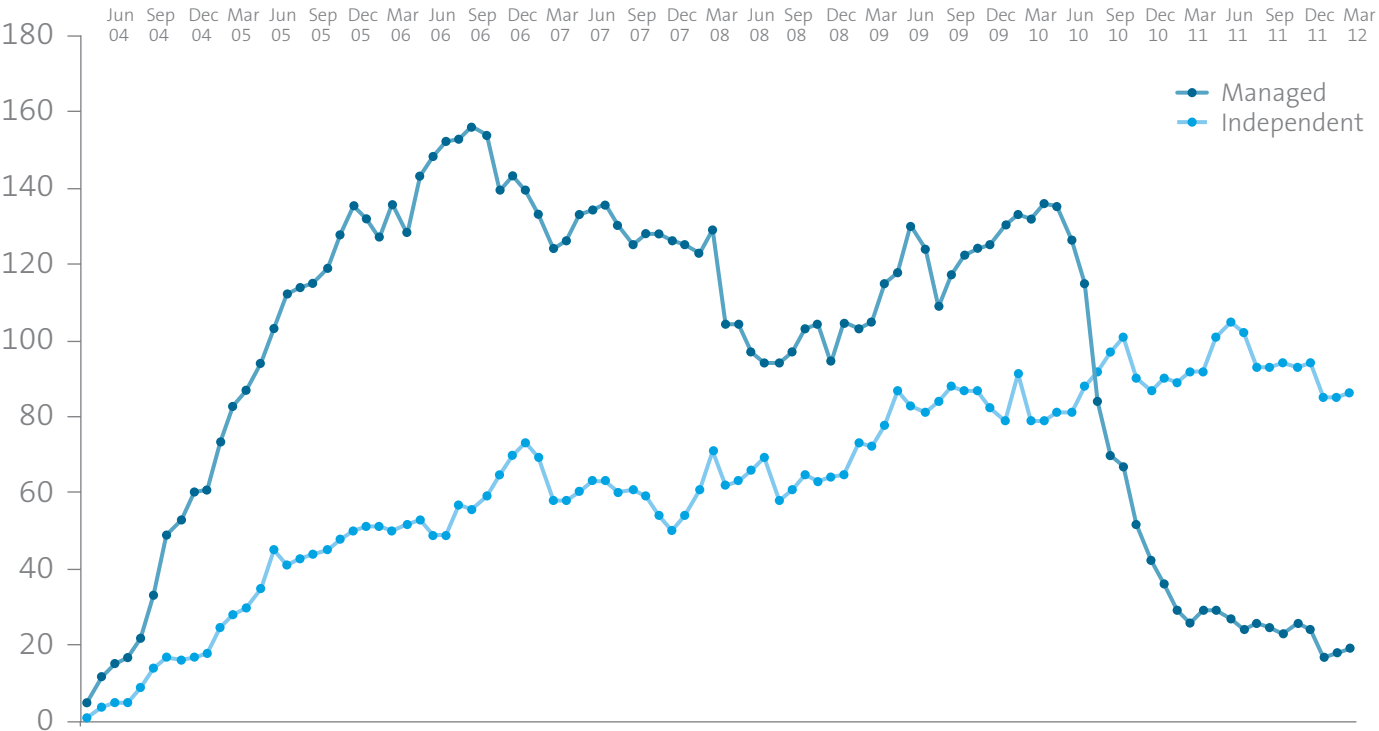
The average time to complete investigations was influenced by the number of cases with lengthy durations; independent investigations took on average 186 working days to complete and managed investigations 215 working days. While this has impacted on our overall 2011/12 timeliness figures, the closure of these

outstanding cases will enable us to improve performance during 2012/13.

We have a number of measures in place to ensure that while we manage the demand for our work and continue to make improvements to our processes, this does not adversely impact on the quality of our investigations. De-briefs have been conducted for 100% of the investigations we completed during 2011/12 to capture any learning, and the Standards and Quality directorate has undertaken a number of detailed reviews of investigations, identifying ten recommendations, all of which have been implemented. All our independent investigations are subject to quality assurance reviews either by line managers within the Investigations Directorate or, in cases where further assurance is required, the Standards and Quality Directorate.

Figure 5  
**Ongoing independent investigations**

The number of ongoing IPCC investigations April 2004 to March 2012



### Appeals from the public

A complainant has the right of appeal to the IPCC about the way their complaint has been handled locally by the police. An appeal can be made against the failure to record a complaint, the outcome of a local or supervised investigation, or the local resolution process.

In 2011/12 we saw a further increase in the number of appeals made to us, however, this was at a slower rate of growth compared previous years. We received 6,476 appeals during 2011/12, an increase of 3% compared with the previous year (see figure 6).

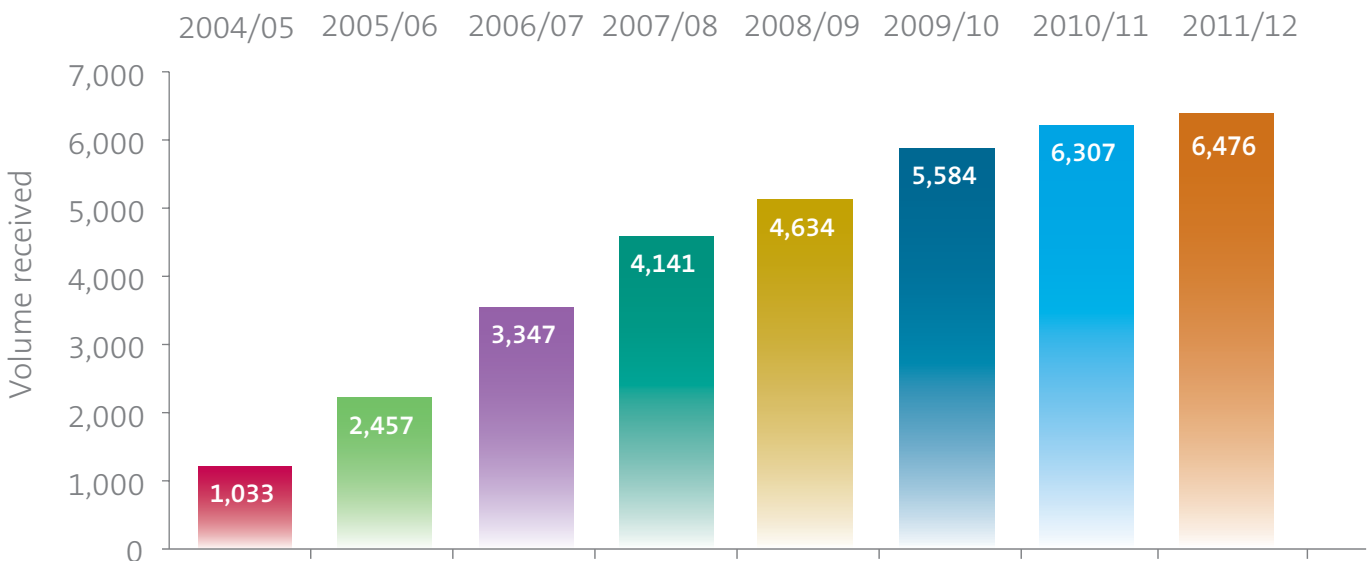
Once we have received an appeal we aim to forward 90% of these to the appropriate authority within one working day. This is a challenging target and fluctuating casework administration resource during the year had a significant impact

on our performance, meaning we achieved it for 73% of the appeals we dealt with. In 2012/13 we plan to centralise casework administration, which will allow us to use our resources more effectively and improve performance.

Appeals performance is influenced by demand, the number of active cases at any one time, and the level of resources available to deal with these cases. Taking these factors into consideration, we aimed to complete all appeals within an average of 35 working days in 2011/12.

As anticipated, we were able to reduce significantly the time taken to complete appeals during the first half of the year (see figure 7), and on average completed all appeals in 34 working days during 2011/2, meeting our target. However, during the latter part of the year, in anticipation of future savings requirements, we could not

Figure 6  
The volume of appeals received by the IPCC by year



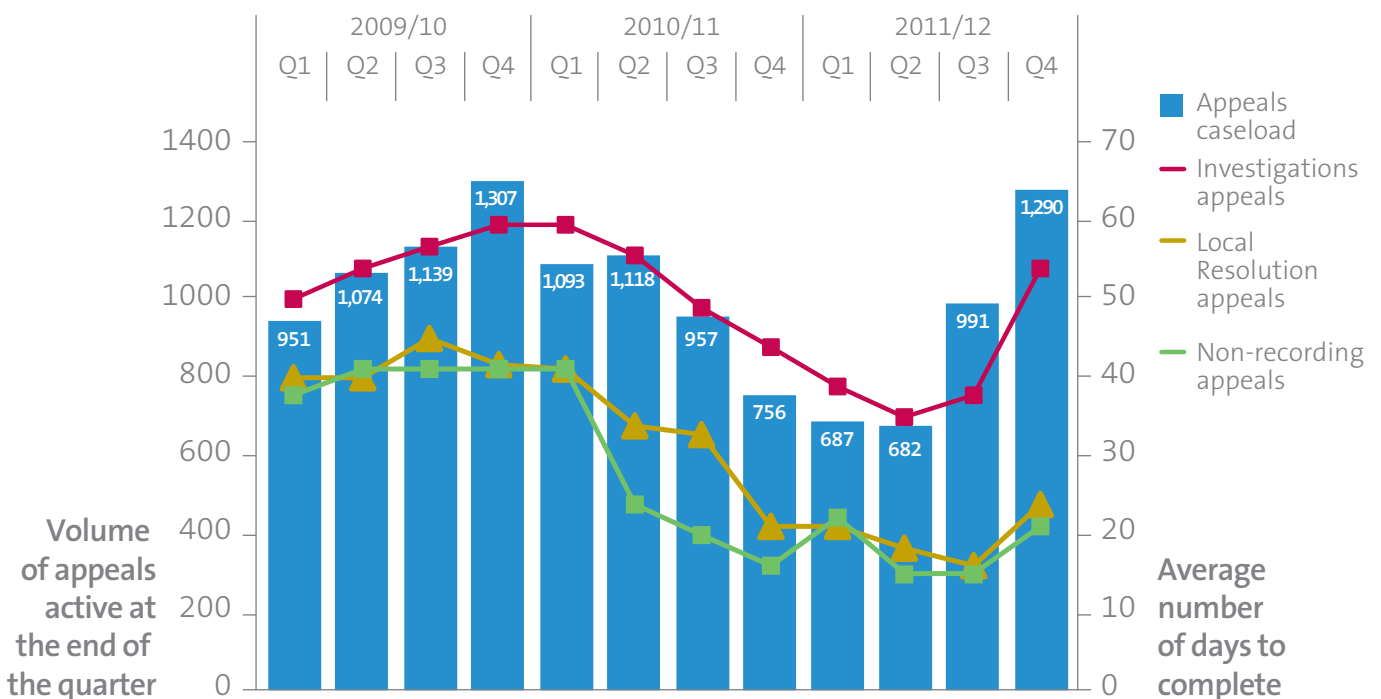
maintain our numbers of temporary casework staff. This resulted in lower completion rates and an increase in our active cases in the latter part of 2011/12. Therefore, we expect it to be a challenge to maintain previous levels of performance in 2012/13.

The proportion of appeals we upheld increased to 38% during 2011/12. This means that for 1,893 of the appeals made to us we directed the force to undertake more work. A higher upholding rate was evident for all types of appeals; investigation appeals 31%; local resolution appeals 35%; and non recording appeals 60%.

When we inform an appellant of the outcome of an appeal we routinely send them a feedback questionnaire. We received 789 completed surveys during 2011/12 and the satisfaction rate for the appeals process in general was 54%, an improvement on the 50% achieved during 2010/11.

We recognise that people who appeal to us already feel let down by the police, both in relation to the original matter they complained about and in the way their complaint was handled. Therefore, it is unlikely we will achieve a much higher satisfaction rate, though we will continue to aim for improvement.

Figure 7  
Appeals caseloads and average time to complete 2009/10 – 2011/12



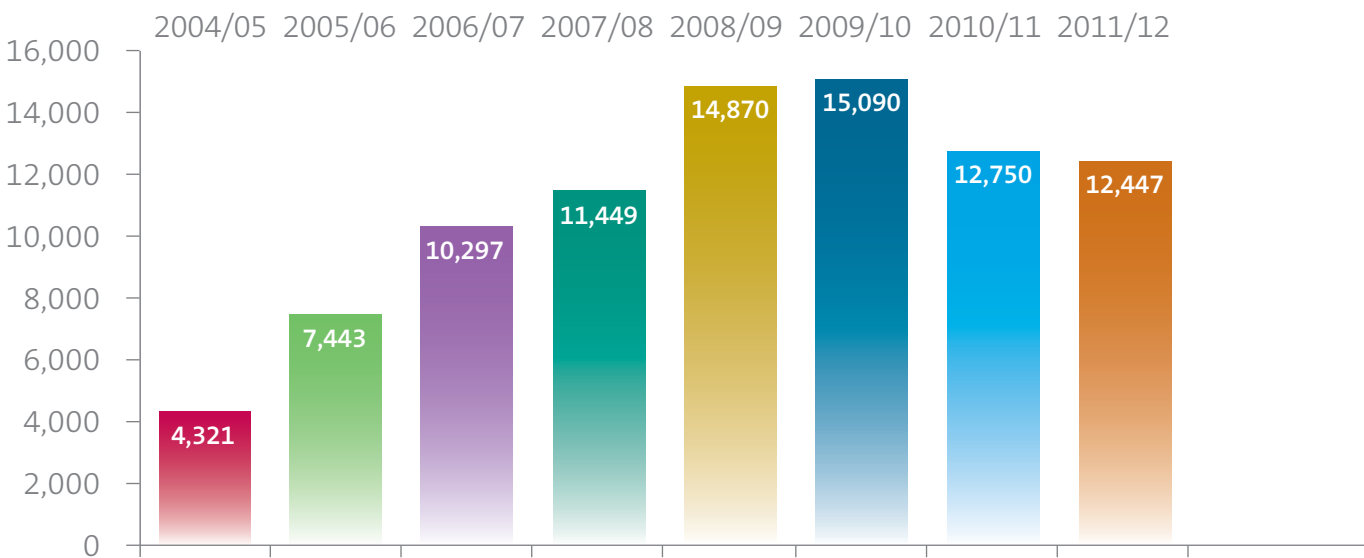
### Complaints made directly to the IPCC

Last year we implemented our Access Strategy, improving signposting on our website and in our literature, advising people to complain directly to forces. Our aim is to continue to make the system easier for complainants locally, negating the need for people to approach the IPCC for assistance.

Demand remains high and during 2011/12 we dealt with 12,447 complaints made directly to us from the public, only 2% less than the year before (see figure 8). In 10,515 of these cases, we received consent from the complainant to forward their complaint to the relevant force to be recorded and dealt with.

During 2011/12 we continued to assess complaints made directly to us, making sure that the most serious complaints were prioritised and dealt with quickly. We aim to respond to and forward 95% of the most serious complaints within two working days of receipt and 80% of the remaining complaints within five working days. These complaints are dealt with by our customer contact centre where the methods used to process complaints have been enhanced, allowing the significant improvements in performance that we achieved in 2010/11 to be sustained during 2011/12. We responded to 94% of the most serious complaints within two working days, and forwarded 95% of them to the relevant police force within two working days. For the remaining complaints, 98% were responded to within five working days, and 99% forwarded to the force within five working days.

Figure 8  
Number of direct complaints received by year



## Other performance

We take complaints about our own staff very seriously and we aim to deal with 90% of these within 20 working days. We recognise that there will always be some complaints that are more difficult to deal with that will take longer than we would like. During 2011/12 fewer complaints were made about our own staff and for the 454 complaints that we dealt with we achieved our target in 94% of cases. We upheld 66 complaints this year, a similar number to 2010/11. Most of these related to service delivery or delay. Where a complaint was upheld, an apology and explanation was offered. We also took steps to ensure that any mistakes were not repeated.

Despite operating in an environment of high demand and budget constraints, we have performed well for staff absence and turnover rates. We end the year with a staff absence rate of 2%, which is slightly lower than last year's 3% and remains lower than the average for similar government services of 4%. Our staff turnover rate is in line with other government services, but has improved on the 10% rate during 2011/12.

Perhaps as a result of increased awareness of the work of the IPCC from our high-profile cases, the number of requests for information under the Freedom of Information Act (FOI) and those made under the Data Protection Act (DPA) increased significantly. During 2011/12 we received 284 FOI requests and 246 DPA requests. To meet this demand we changed our approach for dealing with information requests and were more successful in meeting our statutory targets. We processed 79% of FOI requests within the 20 working day target and 79% of DPA within the 40 calendar day target.

## Reporting on our equality objectives

The IPCC is committed to promoting equality and valuing diversity in all areas of its work. We use our equality objectives, work on our priority areas, analysis of trends in casework and investigations, and ongoing dialogue with stakeholders to inform our work in this area. Our Chief Executive and Management Board are responsible for the IPCC's progress in working towards our equality objectives, and for ensuring that we comply with the Equality Act 2010 and other relevant legislation. Last year they were supported in this work by our Valuing Diversity Group and a network of directorate equality champions, who promote equality and diversity issues and assist with equality analysis.

Under the Equality Act 2010, we have certain statutory duties to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To help us to meet these requirements, we set equality objectives. We have previously published a Single Equality Scheme detailing how we will champion equality in our work and respond to the new duties introduced by the Equality Act 2010. This year, in response to Equality and Human Rights Commission guidance, we have incorporated this into our corporate and business planning processes, setting out the detail in our corporate and business plans and reporting our progress in this annual report.



This section sets out the progress we have made against our equality objectives and how we value diversity for the public and our staff. It should be read in conjunction with the section on 'our work in Wales', which details our work in relation to the Welsh Language Act 1993 and the Welsh Language Measure, and with sections detailing our priority areas and the work we have completed in relation to these in 2011/12.

### Progress against our 2011/12 equality objectives

#### Implement new equality impact assessment (EIA) framework

- We launched an EIA framework for our staff and carried out a series of one-day training sessions for staff on equality analysis. The aim of the training was to ensure that staff have the knowledge they need to develop and review equality analyses. The training provided an overview of the legal framework underlying the equality analysis, the process for carrying out analysis, and the need for consultation and engagement to make the analysis effective. A cross-section of staff attended, including those who are likely to review analyses and those who will complete them.
- We have included equality analysis information in our internal project management guidance and in governance processes for work that is presented to our Commissioners. Work on this area will continue in 2012/13 as we develop and share knowledge and best practice across the organisation.

#### Introduce directorate equality champions

- Last year, each directorate nominated a directorate equality champion. Together with the Chair and Commissioner representatives, they formed the Valuing Diversity Group,

which was set up to oversee the IPCC's work around equality and diversity.

- Work undertaken by equality champions included horizon scanning, assisting with the implementation of the EIA framework, feeding into the work towards and review of the equality objectives, and providing information to assist with annual reporting on our equality and diversity work.

#### Monitor and act on staff feedback

- Our 2011 staff survey was the sixth run by the organisation. It was sent to all staff and had an 84% return rate. More information about the backgrounds of those who responded to the survey is available in Appendix 2.
- Overall, the findings for equality are broadly in line with the previous survey. Most are also in line with public sector benchmarks. Some high-level results from the full survey results are shown below:
  - 64% of staff believe that the IPCC actively promotes equal opportunities
  - 54% feel fair pay is provided
  - 83% report that they are treated with fairness and respect by colleagues
  - 81% feel that people are treated equally irrespective of ethnicity/race
  - 74% feel that people are treated equally irrespective of religious belief/faith
  - 66% feel that employees are treated equally irrespective of disability
  - 71% state that people are treated equally irrespective of gender
  - 57% feel that people are treated equally irrespective of their caring responsibilities.

- 72% feel that people are treated equally irrespective of their sexual orientation
  - 70% believe that employees are treated equally irrespective of age
  - 82% felt supported by their colleagues
  - 77% felt that the organisation provided a good work life balance/flexible working opportunities
  - 69% would recommend the organisation as an employer
- The survey findings are published in two reports – one that shows the responses from all staff, and a diversity report that provides further information relating to the staff survey results across age, religion, gender, caring responsibilities, disability and sexual orientation. The findings of the survey fed in to an action plan, which includes looking at how we demonstrate the IPCC values, promoting our First Contact Advisor scheme,<sup>17</sup> supporting staff to develop their skills, and reviewing and clarifying the role of our Staff Council. Work on the action plan will take place during 2012/13.
- Improve the IPCC’s capacity to identify and respond to emerging diversity issues in policing, complaint handling, and investigations in particular, helping to improve the police handling of incidents involving stop and search, gender violence, mental health and work with vulnerable complainants**
- Last year, our Policy and Engagement team focused on six priority areas, which we have reported on in this annual report. Work included engagement with a wide cross-section of stakeholders in relation to stop and search and gender violence, which will inform the work we are doing over the coming year. See page 18 for more information.
  - We implemented a customer relationship management system to allow us to record details of engagement and information received and to help us to identify and address areas where there are gaps.
  - We worked with the Mental Health Foundation to plan and deliver a training package for staff in our Casework and Customer Services directorate. This was designed to assist staff in their approach to providing an accessible service and to raise awareness of customer needs.
  - We produced quarterly horizon scanning reports to our Valuing Diversity Group in order to assist the group in its work to promote equality and diversity issues across the organisation.

17. The scheme trains staff to provide confidential advice, support, guidance and assistance to colleagues who believe they are experiencing discriminating, harassing or unfair treatment of any nature.

### Narrow the access, confidence and awareness gap

- We implemented our Access Strategy, which aims to make the complaints system more accessible for members of the public. Progress in this area has been made by increasing access to the IPCC and our services through our website, introducing e-forms to enable online submission of complaints, working with police forces to increase local access to the complaints system, and establishing a greater presence in the world of social media. As part of this we:
  - introduced an icon on our website, signposting the provision of information in other languages
  - implemented an 0300 prefix switchboard number, which means that calls to us from mobile phones are now free.
- We continued our programme of work to ensure that the IPCC is ready for the election of PCCs and the changes to the police complaints system. We believe the changes to the complaints system will improve the system for the complainant. Further information is available on our website.<sup>18</sup>
- We introduced our Right First Time Campaign to help forces improve the way that they handle complaints. We have been working with forces to ensure that they listen to people who feel that the police service has failed them and provide an explanation or an apology where something has gone wrong. The aim of this work is to ensure that a greater number of complaints are resolved first time, leading to improved complainant satisfaction and greater confidence in the system.

- As mentioned previously, we commissioned a public confidence survey, which was conducted in January 2011. The IPCC's public confidence surveys show that there has been an improvement over recent years in the percentage of people from Black and minority ethnic communities who are prepared to make a complaint. In 2009 only 50% of people from Black and minority ethnic communities were prepared to make a complaint, compared with 67% in 2011. However, it recognises there is still further work to be done to improve Black and minority ethnic communities' confidence in the system and will give further consideration to how this can be achieved. Police forces also have a key role to play in this. The full report, including information about protected characteristics is available on our website.<sup>19</sup>

### Ensure IPCC compliance with the public sector equality duties

- anyone coming into contact with the IPCC as a service provider can expect that we will:
  - make reasonable adjustments to communicate and deliver our services in a way that best addresses their needs
  - treat them with courtesy and respect
  - follow up any comments or concerns they have raised about the service we deliver
  - think about the impact of the strategies and policies we make on the people they will affect, and take all reasonable steps to involve them in the development and consultation process

18. [www.ipcc.gov.uk](http://www.ipcc.gov.uk)

19. [www.ipcc.gov.uk/en/Pages/public\\_confidence](http://www.ipcc.gov.uk/en/Pages/public_confidence)

- We have developed service standards that describe how to access the services we provide and what people can expect from us; these service standards are supported by our Access Strategy, which helps to guide how we provide access to our services. More information on both our service standards and Access Strategy is available on our website.<sup>20</sup>
- As set out above, we have implemented an EIA framework to help us understand the effect of proposed or existing policies, strategies, activities or decisions on different groups protected from discrimination by the Equality Act and other relevant legislation. We also trained our staff on producing EIAs.
- IPCC employees can expect to:
  - be treated fairly and without discrimination during employment, commencing with the recruitment process, and including having access to career development opportunities based on merit
  - be appraised fairly and rewarded for personal contribution to the IPCC's work
  - work in a healthy and safe environment free from hazards
  - access opportunities for training and development to enable them to develop to their full potential
  - be supported in balancing work and home life
  - be treated with dignity and respect in a fair and consistent manner in an environment where inappropriate behaviour is not tolerated.
- The IPCC has mechanisms in place to enable staff to raise issues about their work, their working environment, changes to working practices, harassment, working relationships, or terms and conditions of employment. These include:
  - informal and formal grievance procedures
  - a whistleblowing policy
  - union representation and helplines (including for some protected characteristics)
  - First Contact Advisors
  - a Staff Council
  - a confidential Employee Assistance Programme.
- As an employer, we run a recruitment and selection process that recruits the best person for the job. In order to do this, the methods used to attract and select candidates are free from bias or prejudice on the grounds of sex, marital status, race, religion, colour, ethnic or national origin, age, sexual orientation, gender reassignment, personal disability or nationality (including citizenship).
- Appendix 2 provides figures on our workforce according to ethnicity, age, and gender by grade. Table 6 also provides information on staff involved in disciplinary, grievance and capability cases broken down by ethnicity and gender.
- We operate a pay and grading policy that is supported by an analytical job evaluation system. The pay and grading policy aims to ensure that staff are paid equally while also allowing some modest reward for performance.

20. [www.ipcc.gov.uk](http://www.ipcc.gov.uk)

Each year, we run an equal pay audit to look at the differentials between male and female and BME and white pay across the IPCC pay bands. Full details of this audit for 2011/12 are at Appendix 2.

- We have developed training for staff to ensure that they understand how relevant policies impact on their work. This consists of training for all staff, including explaining how the IPCC's bullying and harassment policy works and key elements of relevant legislation, providing an overview of current equality legislation, and explaining how the IPCC's equality work relates to people's day-to-day work. We empower managers to develop all staff through training on managing a diverse workforce and on completing performance and development reviews.
- We record all complaints made against our staff in relation to diversity issues. In 2011/2012, 27 complaints of disability discrimination were made by 21 complainants. The majority were made against frontline staff in casework and customer services roles. Most complaints related to the provision of reasonable adjustment during the handling of complaints or appeals; many of the complainants expected the IPCC to act as an advocate for them and their perception of "reasonable adjustment" differed from what the IPCC could provide. 21 complaints were unsubstantiated; six were subject to a dispensation, largely due to the fact it was not possible to investigate them based on the information provided, they were repetitious, or the complainant no longer wished to engage. 11 complaints of racism were made by nine complainants – eight were unsubstantiated, one was dispensed, and two are ongoing.

We did not receive any complaints about lack of Welsh language provision. One complaint was made of discrimination based on sexual orientation – however, this was recorded as "multiple reason" as several other allegations were made within the complaint. During 2011/12, the Commission Secretariat did not receive any allegations of discrimination by IPCC Commissioners.

### Equality objectives for 2012–15

During 2011, we reviewed and updated our equality objectives in light of the progress we have made against them. The revised objectives are set out in our 2012–15 corporate plan. The work that we will do to achieve the objectives is included in our 2012/13 business plan.<sup>22</sup> Work that we will carry out on the priority areas detailed in the business plan will also link to several of these objectives.

- four of our objectives are externally facing:
  - embed our equality analysis framework and ensure that it is adding value to our work
  - identify and respond to emerging issues in policing, complaint handling, and investigations
  - work with others to improve access, confidence, and awareness of the police complaints system
  - ensure that the IPCC complies with the public sector equality duties
- two are internally facing:
  - review the work of directorate equality champions annually
  - monitor and act on staff feedback

21. ADD Reference to business plan

We will monitor progress against these objectives throughout the year and review them as part of our planning process. Our annual report for 2012/13 will include information about our progress in achieving them.

### Sustainability reporting

The UK government requires reporting public sector entities to include a section on their performance on sustainability within their annual report. The information below conforms with public sector reporting requirements as set out in Her Majesty's Treasury Guidance on Sustainability Report in the Public Sector.

### Summary of performance

Over the last 12 months we have:

- introduced the use of timers on high-wattage electrical items
- replaced lamps with low-power LED devices (where economically viable)
- run a poster campaign to encourage people to switch off appliances when they are not being used
- signed up to the Office of Government Commerce's centralised energy procurement and consequently changed our energy provider
- introduced new fleet vehicles, which are significantly more fuel efficient and exempt from congestion charge
- when we were required to relocate our Wakefield office we took advantage of a location that is more accessible by public transport and that provides more energy efficient heating, lighting and other electrical equipment
- continued to improve the efficiency of our IT as part of our replacement programme.

The majority of our emissions are incurred as a result of our electricity use and it is hoped that our recent investment in more energy efficient IT will help to reduce this.

Our fleet vehicles generate a significant amount of our greenhouse gas emissions. Our work means that there is rarely an alternative to using a vehicle and this year we replaced our vehicles with models that are significantly more fuel efficient. We are reviewing our fleet, but it is unlikely that we will be able to further reduce these figures significantly.

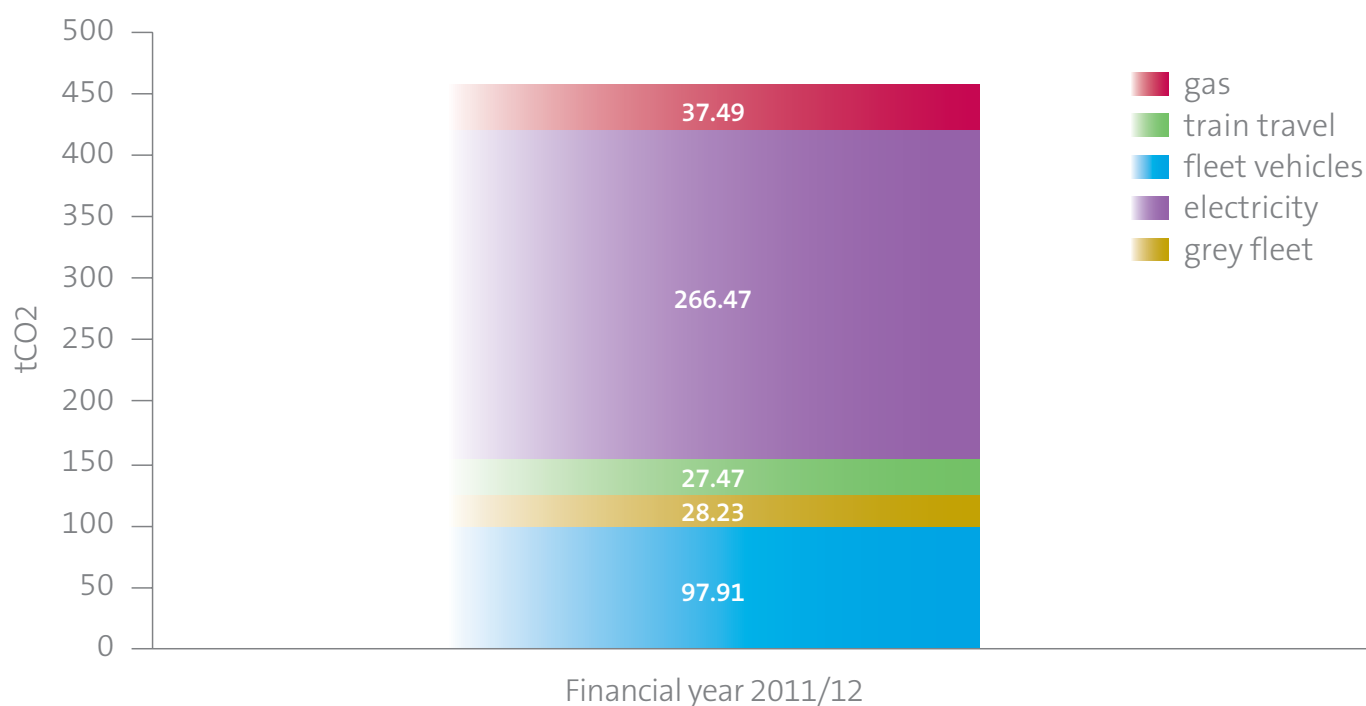
During 2011/12 the IPCC relocated its Wakefield office. The new office takes advantage of more energy efficient heating and lighting. We have also taken the opportunity to carry out more minor changes to improve our performance, for example, by not installing paper towel dispensers in the toilets and installing meters to allow us to monitor our utility usage more effectively.

### Waste

We are not currently able to collect information about the amount of waste that we send to landfill. We do collect information on the amount of waste that is recycled. Facilities for collecting metals and plastics exist in all of our offices, in addition to facilities for collecting confidential waste, which is shredded and recycled.

We are looking at ways to increase this proportion and also reduce the amount of waste that we produce overall. Initiatives such as increased paperless working within our Casework and Customer Service directorate will help to reduce the amount of waste that we produce.

Figure 9  
Greenhouse gas emissions



Greenhouse gas emissions

Carbon dioxide emissions		2010/11*	2011/12
Non-financial indicators (tCO2)	Gross emissions for scopes 1 & 2	–	401.87
	Gross emissions scope 3 business travel	–	55.71
	Total emissions	–	457.58
Financial indicators (£k)	CRC registration and license expenditure	–	–
	Expenditure on accredited offsets (e.g. GCOF)	–	–
	Expenditure on official business travel		350,641.76

\* Comparable 2010/11 data is not available.

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## Water consumption

The water used in our offices is primarily for kitchen and washroom facilities. In 2012/13 we will look at ways to reduce our consumption.

## Sustainable procurement

The IPCC uses several Government Procurement Service (GPS) framework contracts. The GPS is committed to sustainable procurement and supports the Greening Government Commitments.

Where the IPCC tenders its own requirements sustainability issues are considered at the outset of the procurement project and, where appropriate, included in documentation and evaluation.

## Summary of future strategy

We are committed to reducing our impact on the environment in line with the Greening Government Commitments. By 2015 we will have:

- reduced greenhouse gas emissions by 25%
- reduced waste by 25%
- reduced water consumption and reported on office water use against best practice guidelines.

In order to achieve this, during 2012/13 we will improve the way in which we collect environmental information to make it possible to monitor the impacts of any changes that we make.

We will also:

- encourage the use of video and telephone conferencing for meetings
- use public transport where practicable
- use low emission vehicles in our fleet
- work to reduce our water and energy consumption.



# Annual accounts and notes to the accounts

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## Foreword to the accounts

These accounts have been prepared by the IPCC in accordance with the requirements of the Financial Reporting Manual (FRM) produced by HM Treasury and the Accounts Direction given by the Secretary of State for the Home Office. They have been prepared with the consent of HM Treasury and in accordance with paragraph 17(1) of Schedule 2 to the Police Reform Act 2002.

## The nature of the IPCC's business and its aims, objectives and activities

The IPCC's primary purpose is to increase public confidence in the police complaints system in England and Wales. The IPCC also investigates the most serious complaints and allegations of misconduct against the police in England and Wales, as well as handling appeals from people who are not satisfied with the way the police have dealt with their complaint.

## History

The IPCC was created by the Police Reform Act 2002 and was established as an executive non-departmental public body (NDPB) on 1 April 2003. The organisation became operational on 1 April 2004.

On 1 April 2006, the IPCC's jurisdiction was extended to include serious complaints made against the staff of the Serious Organised Crime Agency (SOCA) and Her Majesty's Revenue and Customs (HMRC). On 25 February 2008, the IPCC's powers were extended to include serious complaints and conduct matters relating to officers and officials of the UK Border Agency (UKBA). The IPCC's remit applies to the UK Border Force in the same way that it applies to UKBA.

The sponsoring department for the IPCC is the Home Office and the sponsoring unit is the Policing Powers and Protection Unit (PPPU) within the Crime and Policing Group.

The IPCC is run by a Chair and Commissioners. Together they make up the Commission, which is the governing board of the IPCC. Commissioners (other than two non-operational Commissioners) have an operational role and also have responsibility for oversight of the organisation as a whole. Commissioners are appointed by the Home Secretary and are independent of the police, interest groups, political parties and Government.

Len Jackson was appointed Interim Chair by Her Majesty the Queen in September 2010 and retired in April 2012.

Following a recruitment exercise by the Home Office, Her Majesty the Queen appointed Dame Anne Owers as permanent IPCC Chair for a five year term from 2 April 2012. The new Chair will ensure that the Commission's governance is effectively managed and will provide leadership

for the Commission and oversight of the work of the Chief Executive, the Deputy Chair and the two non-operational Commissioners.

The Deputy Chair has assumed leadership for the Commission's statutory operational role and oversight of the work of the eight operational Commissioners as they discharge their operational responsibilities. Previously this was the responsibility of the Chair.

The Commissioners who served during 2011/12 were as follows:

Dame Anne Owers	Chair ( <i>appointed on 2 April 2012 for a five-year term</i> )
Len Jackson	Interim Chair ( <i>retired 30 April 2012</i> )
Deborah Glass	Deputy Chair
Amerdeep Somal	Commissioner
Mike Franklin	Commissioner
Naseem Malik	Commissioner
Nicholas Long	Commissioner
Rachel Cerfontyne	Commissioner
Rebecca Marsh	Commissioner ( <i>on loan to the Office for Nuclear Regulation from May 2012</i> )
Tom Davies	Commissioner
Sarah Green	Commissioner
Jonathan Tross	Non-operational Commissioner and Chair of the IPCC Audit and Quality Committees ( <i>reappointed for a further three years to May 2015</i> )
Ruth Evans	Non-operational Commissioner and Chair of the IPCC Remuneration Committee ( <i>reappointed for a further three years to June 2015</i> )

Details of Commissioners' remuneration can be found in the remuneration report that follows.

Details of other interests are publicly available on the IPCC's website or may be obtained in writing from the Commission Secretary at 90 High Holborn, London, WC1V 6BH.

The IPCC's executive is led by a Chief Executive, who is supported by a Management Board based across England and Wales. The Chief Executive is accountable to the Commissioners for the effective running of the organisation. As Accounting Officer for the IPCC, the Chief Executive is responsible for the effective management of grant in aid in accordance with a management statement and financial memorandum drawn up by the Home Office.

### Employment policies

The IPCC has put in place policies to create an environment in which all staff can perform to their best ability and can contribute to their own and the organisation's success.

The IPCC aims to allow staff the opportunity to work flexibly. Flexible working options are available to all staff regardless of their employment status or seniority.

During the past year the IPCC has monitored recruitment, training, job satisfaction and staff turnover, providing regular reports on all of these issues to senior managers and Commissioners.

The IPCC involves staff in decisions about health, safety and welfare. The Public and Commercial Services Union negotiates on behalf of staff. In addition, a staff council, which includes both staff and trade union representatives, is in place for communication and consultation.

The IPCC gives full and fair consideration to applications for employment from people with disabilities, where the nature of the employment makes this appropriate. The IPCC is similarly committed to enabling any members of staff who may become disabled during their period of employment to continue in their role.

### Valuing Diversity Group

Valuing diversity is a core value of the IPCC. In 2011/12 the Valuing Diversity Group continued to develop its work around equality and diversity, and to ensure the organisation could respond in a meaningful way to new duties introduced by the Equality Act 2010.

The group is led by the Chair of the IPCC, with one Commissioner member, the Director of Casework and Customer Services, five nominated staff members, and a representative from the Staff Council. The group's remit is to develop and implement a single equality scheme and to monitor the equalities impact assessment process and internal performance on diversity issues. In addition, it will provide advice and support to the IPCC Management Board in ensuring that the organisation meets its obligations under the Equality Act 2010.

### Sickness absence

During 2011/12 IPCC employees incurred an average of 5.2 days sick leave. This compares to an average of 6.5 days in 2010/11. The IPCC is committed to the health and well being of staff and as such has a comprehensive sickness absence policy. The IPCC provides an occupational health service and an employee assistance programme. The IPCC continues to review its sickness absence policy and practice to ensure that sickness absence is managed appropriately.

### Pension liabilities

The treatment of pension liabilities in the accounts is described in the remuneration report and in notes 1 and 3 to the accounts.

### Health and safety

The IPCC recognises and accepts its legal responsibilities in relation to the health, safety and welfare of its employees and of anyone likely to be affected by its operations. A Health and Safety Committee, chaired by a Director, oversees health, safety and welfare, which is managed day-to-day by the health and safety officer. The IPCC complies with the Health and Safety at Work Act 1974 and all other legislation as appropriate. The IPCC is monitoring the effects of the Lord Young review into health and safety and is contributing to the Health and Safety Executive's consultations.

During 2011/12, the IPCC carried out general safety and fire safety audits at all offices. In addition, new starters have completed a health and safety e-learning programme which had already been delivered to existing IPCC staff.

Six minor accidents were recorded during the year compared to 15 for 2010/11. These were all IPCC staff with no injuries to contractor staff being reported. None of the incidents required reporting under RIDDOR (the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995).

One of the reported incidents was a non-work-related injury (falls on the way to work), which was recorded as an IPCC first aider rendered assistance. Of the remainder, three were non-injury road traffic accidents while travelling on IPCC business.

The IPCC focuses on proportionate health and safety risk management as an integral part of the way it undertakes business activities.

### Environmental policy

The IPCC seeks to reduce the impact of its work on the environment and further information is available in the sustainability report elsewhere in this document.

### Creditor payment policy and performance

The IPCC abides by the British Standard for Achieving Good Payment Performances in Commercial Transactions (BS 7890) and, in particular, aims to pay undisputed invoices in accordance with contract terms. During the year to 31 March 2012, 100% of invoices were paid in accordance with contract terms (the figure was 99% in 2010/11).

In May 2010, the Government introduced a five-day target for SME suppliers to receive payment. During 2011/12, the IPCC made 68% of all supplier payments within five days (against the Government target of 80%), and 97% of all supplier payments within ten days.

### Key supplier arrangements

Steria Limited is a key supplier of IT and telephony services to the IPCC. There is no indication that Steria Limited has any operational or financial difficulties that would adversely affect the IPCC's operations.

### Research and development

The IPCC research programme supports the guardianship work of the organisation by drawing out information and learning from the complaints system to support improvements in the police service.

Research undertaken during the year under review includes: analysis of complaints, referrals and outcomes relating to allegations of corruption; a national population survey and a series of associated focus groups exploring the general public's view of police corruption; the publication and ongoing collation of data on deaths during or following police contact; analysis of feedback from police personnel who have had some involvement with an IPCC investigation; and the publication of survey results on public confidence.

### Charitable donations

No donations to charity were made by the IPCC during the year. Where Commissioners and staff receive gifts as a result of their normal duties, these gifts or an equivalent value are donated to either Cystic Fibrosis Trust or Cancer Research UK. Details are recorded in a register which is published annually on the IPCC website. A printed copy may be obtained in writing by contacting the Commission Secretary at 90 High Holborn, London, WC1V 6BH.

### Going concern

Grant in aid for the IPCC for 2012/13 has been included in the Home Office departmental estimate, which has been approved by Parliament. There is no reason to believe that the Department's future sponsorship and future Parliamentary approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

### Events after the reporting period

No events after the reporting period have been noted as significant in terms of their impact on operational activities, or as having a significant impact on the balances contained in the accounts.

### Auditors

Arrangements for external audit are provided under paragraph 17 (2) of Schedule 2 to the Police Reform Act 2002. This requires the Comptroller and Auditor General (C&AG) to examine, certify and report on the statement of accounts, and to lay copies of it (together with his report) before each House of Parliament. The National Audit Office (NAO) conducts the audit on behalf of the C&AG. The fees for these services for 2011/12 are £42,000 (in 2010/11 the audit fee was £42,000). The NAO did not undertake any non-audit work.

Internal audit services are provided under contract by Home Office Internal Audit Unit, which was appointed on 1 April 2009 with the agreement of the sponsor unit.

The accounting officer has taken all steps to ensure that she is aware of any relevant audit information, and to ensure that the IPCC auditors are also aware of that information. As far as the accounting officer is aware, there is no relevant information of which the IPCC auditors are unaware.

## Management commentary

### Financial results for the year

The statement of comprehensive net expenditure shows expenditure of £34.2 million in 2011/12 compared to £35.0 million in 2010/11. This reduction of £0.8 million in expenditure has been necessary as our grant in aid budget from the Home Office has been cut because of the government's comprehensive spending review.

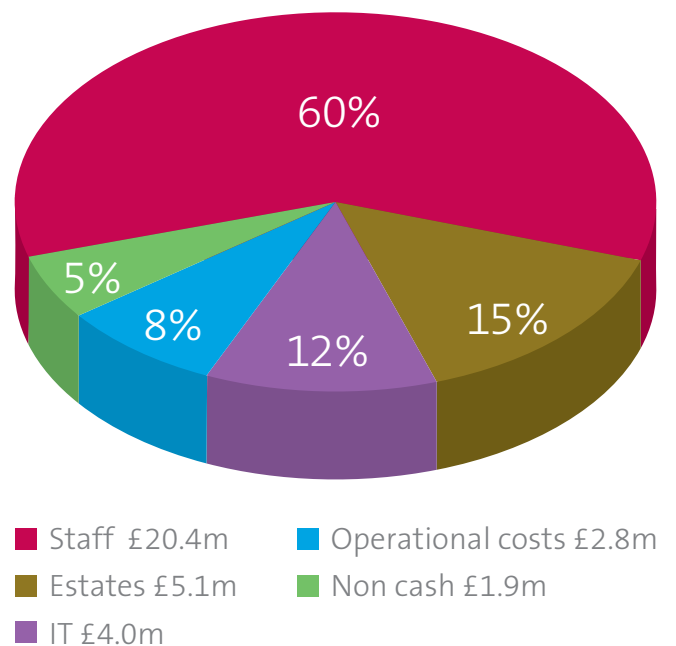
To achieve this reduction we have:

- Reduced staff costs by £0.6 million because we made 45 staff redundant. This saving would have been £1.6 million but we had to pay exit packages totalling £1.0 million. Note 3 of the accounts shows the details.
- Reduced non-cash expenditure by £0.7 million, mainly because our older IT systems have been substantially written off. However, this is offset by the increase of £0.5 million in other expenditures, mainly because we have a rise in the cost of our outsourced IT contract as newer systems come into use. Note 4 of the accounts shows the details.

In making reductions in staff and other costs our purpose has been to match our reduced resources to our priorities and in particular to reduce administrative costs and protect front line operations. Note 6 of the accounts shows that we have reduced administration expenditure from £7.5 million in 2010/11 to £6.1 million in 2011/12 (a 19% reduction), and we have been able to increase resources for our frontline work by £0.6 million from £27.5 million to £28.1 million.

The accounts give the detail of how we spent £34.2 million in 2011/12, but in summary it was used to employ 384 staff; provide our secure IT system; provide the estates infrastructure necessary to operate the business effectively across England and Wales; finance the non-cash charges as we write-down our assets; and pay for other operational costs. The chart below demonstrates this.

Figure 10  
How we used our resources



## Financial review

We have been told by the Home Office that our grant in aid budget is to fall from £35.4m in 2010/11 to £30.4m in 2014/15.

We are taking determined steps to achieve the necessary saving:

- Over the last two years we have made 63 people redundant representing approximately 15% of the workforce we had in 2009/10. Much of this is from reduced administrative staff and shortening of management layers with no impact on front line operations.
- Our estates strategy has, with help from the Cabinet Office government property unit, delivered savings from renegotiation of the lease on our London office, and we expect property savings arising from an office closure planned for 2012/13. Again, there will be minimal impact on front line operations.
- Our outsourced IT contract is poised to deliver substantial improved systems for casework and this, combined with the changes to the police complaints system being brought about by the Police Reform and Social Responsibility Act (2011), is expected to enable further savings in 2013/14 through front line efficiency gains.

Although much has been achieved there still remains a savings shortfall by 2014/15, and during 2012/13 the Chief Executive and directors will examine cost cutting options that will close the gap. Our forward looking financial plan indicates that our most significant challenge is in 2012/13 when there will be a peak in the transition costs to achieve a leaner IPCC. We are in active discussions with the Home Office sponsor unit on these funding pressures.

## Business achievements for the year

Last year, the IPCC 2011/12 Business Plan outlined work that we would undertake to improve the performance of the IPCC and the police complaints system. We have set out progress below, and further information is contained elsewhere in this report and in our 2012/15 Corporate Plan which was published in May 2012.<sup>22</sup>

We continued our programme of work to prepare for the election of Police and Crime Commissioners and the changes that the Police Reform and Social Responsibility Act 2011 has made to the police complaints system.

Through our Access Strategy, we increased the accessibility of our website, developed e-forms to enable online submission of complaints, and established a greater presence in the world of social media. We also worked with police forces to improve access to the system at a local level.

Our 'Right First Time' campaign helped police forces to improve the way they handle complaints. We worked with forces to ensure that they listen to people who feel that the police service has failed them and provide an explanation or an apology where something has gone wrong.

We published a national report containing annual statistics on deaths during or following police contact between 1 April 2010 and 31 March 2011.<sup>23</sup>

22. [www.ipcc.gov.uk/en/Pages/corp\\_reports-plans](http://www.ipcc.gov.uk/en/Pages/corp_reports-plans)

23. Grace (2011). Deaths during or following police contact: Statistics for England and Wales 2010/2011: IPCC Research and Statistics Series: Paper 21, London: IPCC. [www.ipcc.gov.uk/en/Pages/reports\\_polcustody.aspx](http://www.ipcc.gov.uk/en/Pages/reports_polcustody.aspx)

We worked to meet the requirements of the Comprehensive Spending Review, including making cuts to back office functions and continuing projects that were started under our change programme. We continued to deliver improvements to our performance and processes through our Casework and Customer Change Project, and IT Transformation Programme.

We identified six priority areas to be the focus of our work with police and stakeholders, to identify learning, and improve policy and practice. Further information is available on our website.<sup>24</sup> Key work completed in relation to these last year included the following:

- Ensuring that national recommendations made from our investigations have been incorporated in the revised version of the ACPO Guidance on the Safer Detention and Handling of Persons in Police Custody.
- Implementing the Code of Practice on the Management of Police Pursuits. This stemmed from our recommendation from the 2007 IPCC report into police traffic incidents.

In investigations and casework last year:

- We dealt with more than 2,000 referrals in 2011/12; a decrease of 10% compared to last year. This is the second consecutive year this number has fallen and is a result of our work with forces at the pre-referral stage. We decided and communicated to the force how the matter should be handled within two working days in 90% of cases.
- We started 126 independent investigations during 2011/12 and achieved our aim to complete at least as many investigations as we started. 59% were completed within our 157 working day target.

- We integrated the use of customer satisfaction surveys into IPCC investigations, sending feedback forms to complainants at the end of the investigation, where appropriate.
- We completed nine reviews of high profile cases.
- We received more than 6,400 appeals, a 3% increase on last year, and forwarded 73% to the appropriate authority within one working day.
- We achieved our aim to complete all appeals within an average of 35 working days, and the overall satisfaction rate of appellants increased to 54%.
- We processed more than 12,400 direct complaints.

### Business focus for the future

The IPCC has developed four aims for the police complaints system that support the achievement of its overarching purpose of increasing public confidence in the complaints system. Each year, our Business Plan sets out the key deliverables that we will be working towards over the next year to deliver these aims. For 2012/13, these include:

- Reviewing the future role and responsibilities of our Commissioners and working to ensure that the appointment and induction of new Commissioners is successfully achieved
- Completing a programme of work to implement the reforms to the complaints system in the Police Reform and Social Responsibility Act 2011.
- Reviewing our work in cases where Article 2 of the European Convention on Human Rights is engaged.
- Continuing to deliver work under our priority areas.

24. [www.ipcc.gov.uk/en/Pages/Priority-areas-of-work.aspx](http://www.ipcc.gov.uk/en/Pages/Priority-areas-of-work.aspx)



- Implementing our programme of work on corruption.
- Reviewing the way we engage with communities, families, and stakeholders on our work, particularly around high profile investigations.
- Continuing to deliver savings under the Comprehensive Spending Review.

Further information is contained in the IPCC Business Plan for 2012/13.<sup>25</sup>

### IPCC operational structure

The IPCC is organised into four directorates for management reporting and control. The costs and staff levels in these operating segments are shown in the Notes in the annual accounts. The role of each directorate is described below.

#### • Investigations

The directorate carries out independent and managed investigations into the most serious complaints and allegations of misconduct against the police in England and Wales. As well as these serious complaints, certain types of incident are referred to the directorate by the police, HMRC, SOCA, or UKBA, even where no complaint has been made.

The directorate has an objective to ensure that IPCC investigations not only apportion responsibility, but provide a platform for both forces and individuals under investigation to learn lessons from inappropriate practices, actions and behaviour.

Examples are cases where there is a death or serious injury, allegations of serious or organised corruption, racism or attempts to pervert the course of justice. More information about some of the cases the IPCC has investigated this year can be found elsewhere in this report.

More information about its role in relation to SOCA, the UK Border Agency, and HMRC is explained elsewhere in this report.

#### • Casework and customer services

The directorate makes decisions on appeals made by members of the public. They advise on referrals from the police of serious incidents that may merit an independent investigation, and decide on requests from police to discontinue or to begin an investigation into a complaint. They also oversee supervised investigations.

In addition to the above they also provide advice to complainants on how to make a complaint and respond to enquiries and complaints about the police received by phone, post, or online.

#### • Standards and quality

The directorate is responsible for maintaining standards across the IPCC. It undertakes operational quality checks, and risk management. Its work includes the investigation of complaints against IPCC staff and conducting audit reviews of high-risk investigations, providing detailed performance data and support to other ombudsmen organisations in respect of external oversight.

The directorate also undertakes intelligence gathering, research and analysis into specific issues within police forces, SOCA, the UK Border Agency and HMRC.

25. [www.ipcc.gov.uk/en/Pages/corp\\_reports-plans](http://www.ipcc.gov.uk/en/Pages/corp_reports-plans)

- **Business services**

The directorate is made up of seven functions: Finance, Human Resources, ICT, Legal Services, News, Procurement and Estates, and Strategy and Communications.

The Legal Services team directly supports casework and investigations staff and Commissioners by providing high quality legal advice in relation to casework decisions and investigations. It also provides representation for the Commission in litigation cases and at inquests.

The Strategy and Communications team deliver some aspects of the IPCC guardianship responsibility such as setting the standards for complaints handling, guidance to complainants, access to the complaints system, and policy development.

The other functions provide high quality professional support to the entire organisation on human resources issues, financial and business planning, internal communications and stakeholder engagement, assisting with press and public relations, information technology, procurement and facilities. The directorate also coordinates the IPCC's response to requests for information made under the Freedom of Information Act and the Data Protection Act.

During 2011/12, the directorate was responsible for a number of key corporate projects including relocating our Wakefield Office as part of our Estates Strategy, implementing the Access Strategy, delivering work through our priority areas, and work to prepare for changes to the police complaints system as a result of the Police Reform and Social Responsibility Act 2011.

In 2012/13, the directorate will lead on work to further rationalise our estate and reduce accommodation costs, introduce a new case

management system and implement changes resulting from the Police Reform and Social Responsibility Act 2011.

- **Commission Secretariat and Chief Executive's office**

The Commission Secretariat and the Chief Executive's private office support the Chair, Deputy Chair and Chief Executive in undertaking their roles, and support the Commissioners in their corporate governance role.

### Reporting of personal data related incidents

There was one protected personal data related incident reported to the Information Commissioner's Office in 2011/12 (none in 2010/11). Further details are included in the governance statement elsewhere in this document.

### Remuneration report

The IPCC aims to ensure that the remuneration packages it offers are competitive. They are designed to attract, retain and motivate senior executives and other employees. In setting remuneration, the IPCC works within Government policy guidelines for public sector pay. The following sections provide details of the remuneration and pension interests of the Commissioners and the Chief Executive.

### Remuneration policy

The IPCC Chair is appointed by the Crown. The other Commissioners are appointments of the Secretary of State. The Chief Executive is appointed by the Commission with the approval by the Secretary of State. All of these appointments are made in accordance with the Code of Practice for Public Appointments, issued by the Commissioner for Public Appointments.

The Secretary of State reviews the Chair and Commissioners' salaries annually. The Commission has established a Remuneration Committee, which is responsible for considering and making recommendations to the Secretary of State on the base salary and benefits of the Chief Executive. The Remuneration Committee is also responsible for determining the specific remuneration and other employment benefits of the other directors.

The Remuneration Committee comprises non-operational Commissioner Ruth Evans as the Chair, Commissioner Tom Davies and non-operational Commissioner Jonathan Tross. In addition, when the Committee meets to consider directors' remuneration, the Chief Executive also attends.

Subject to annual approval by the Home Office of the IPCC's overall remuneration strategy, the Commission has delegated to the Management Board the determination of the remuneration packages and other employment benefits of all other IPCC employees.

The IPCC has established a job grading structure with salary scales for each grade. Job evaluation is undertaken to ensure that different roles within the IPCC are positioned fairly in the job grading structure, and annual appraisals are conducted with each employee to determine performance and identify areas where additional training is required. The base salary for each employee is determined by taking into account individual performance and the relevant salary scales for the job.

### Service contracts

The IPCC Chair is a Crown appointment for a period of five years, terminable by Her Majesty with no notice period. Following the departure

of the former IPCC Chair, Nick Hardwick, Deputy Chair, Len Jackson, was appointed interim IPCC Chair from 21 September 2010 by Her Majesty the Queen, on the advice of the Prime Minister and the Home Secretary. Len Jackson acted as Interim Chair until April 2012.

Following a recruitment campaign by the Home Office, Dame Anne Owers was appointed permanent IPCC Chair from 2 April 2012 on the advice of the Prime Minister and Home Secretary. Dame Anne has been appointed for a five year term.

Commissioners are usually appointed for a fixed period of three to five years.

The Chief Executive, Jane Furniss, was appointed by the Commission on 4 December 2006 in accordance with the Civil Service Commissioners' Recruitment Code. The Chief Executive's contract has no fixed period and is terminable on up to six months' notice by the IPCC.

The Chief Executive appoints directors. Their contracts have no fixed period and are terminable on up to six months' notice by the IPCC. Early termination of directors or the Chief Executive Officer other than for misconduct would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

### Bonuses

The Chair and Commissioners do not receive a bonus. The Chief Executive and directors are eligible for performance bonuses and these are approved by the Remuneration Committee. All bonus payments are made strictly in line with Home Office instructions on implementing the senior civil service pay policy. No bonuses were paid or awarded in 2011/12 and no bonuses were paid or awarded in respect of 2010/11.

## Remuneration report: Commissioners and CEO

The information in the remuneration table below provides details of the remuneration of Commissioners and the Chief Executive and is subject to audit.

This report has been audited.

Name and job title	Start date	Salary 2011/12 £'000	Benefits in kind 2011/12 to nearest £100	Remuneration 2011/12 £'000	Remuneration 2010/11 £'000
Len Jackson (Interim Chair from 21 September 2010)	01/10/2003	70-75*	25,600	95-100	135-140
Jane Furniss (Chief Executive)	04/12/2006	130-135		130-135	130-135
Deborah Glass	01/04/2004	90-95**		90-95	85-90
Amerdeep Somal	01/09/2003	75-80		75-80	75-80
Mike Franklin	01/09/2003	80-85		80-85	80-85
Naseem Malik	01/10/2003	75-80		75-80	75-80
Nicholas Long	01/09/2003	75-80		75-80	75-80
Rachel Cerfontyne	04/05/2009	75-80		75-80	75-80
Rebecca Marsh	15/09/2003	75-80		75-80	75-80
Sarah Green	07/03/2011	75-80		75-80	5-10 (annual 75-80)
Tom Davies	01/10/2003	65-70*		65-70	80-85
Jonathan Tross (non-operational Commissioner)	28/05/2009	5-10		5-10	5-10
Ruth Evans (non-operational Commissioner)	01/06/2009	5-10		5-10	5-10

\* Len Jackson and Tom Davies' salaries for 2011/12 reflect the fact that they worked part-time from October 2011.

\*\* Deborah Glass' salary was increased in September 2011 on her appointment as Deputy Chair.

## Remuneration report: Directors (excluding CEO)

This report has been audited.

Name and job title	Date of appointment	Salary 2011/12 £'000	Total remuneration 2011/12 £'000	Total remuneration 2010/11 £'000
Amanda Kelly <i>Director of Business Services</i>	28/09/2009	90-95	90-95	90-95
David Knight <i>Director of Casework and Customer Services</i>	15/08/2005	80-85	80-85	80-85
Mike Benbow <i>Director of Standards and Quality</i>	01/03/2004	75-80	75-80	75-80
Moir Stewart <i>Director of Investigations</i>	04/01/2010	105-110	105-110	105-110

### Payments made to directors under the Civil Service compensation scheme

During 2011/12 no payments were made to directors under the Civil Service compensation scheme.

### CE remuneration

The Chief Executive's remuneration over the last two years is shown in the table below.

This report has been audited.

	2011/12	2010/11
Salary	131,604	131,604
Bonus	—	—
Total	131,604	131,604

In 2011/12 the Chief Executive was paid no bonus for her performance during 2010/11. No other bonus has been paid or awarded to the Chief Executive.

## Pay multiples

The Hutton Review of Fair Pay has been applied to the public sector and the IPCC is required to disclose the relationship between the remuneration of the highest-paid director and the median remuneration of the workforce. The workforce includes all on-payroll employees and agency and other temporary employees covering staff vacancies.

The highest paid director is the Chief Executive whose remuneration in the 2011/12 was £131,604 and the median remuneration of the workforce in 2011/12 was £32,532. Therefore, the Chief Executive's remuneration was four times the median remuneration of the workforce. As permitted by the FReM, comparative data for 2010/11 has not been provided. However, as the IPCC applied a pay freeze to all directors, including the Chief Executive, and to all staff for 2011/12 and for 2010/11, the pay multiple is unlikely to have changed significantly from 2010/11.

Total remuneration includes salary, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions. For agency and other temporary employees the VAT at 20% and the agency fee at an average of 15% has been excluded.

## Salary

This includes gross salary; performance pay or bonuses; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances; and any other allowance to the extent that it is subject to UK taxation. This report is based on payments made by the IPCC and thus recorded in these accounts.

## Benefits in kind

The IPCC rented a flat in London for the use of the Interim Chair when on detached duty in London until the end of September 2011. This was in lieu of paying for hotel accommodation, subsistence and an essential car user allowance. The Interim Chair's salary is reflective of these arrangements, all of which offered better value for money to the taxpayer.

No other Commissioners or directors received any benefits provided by the IPCC that were treated by HM Revenue and Customs as a taxable emolument.

## Payments to third parties

None of the Commissioners or directors in the IPCC are paid by means of payments to a limited company or third party in lieu of a salary. All the Commissioners and directors are paid through the IPCC payroll.

## Pension benefits

The Chair, Commissioners and all staff are eligible for membership of the Principal Civil Service Pension scheme. Certain IPCC Commissioners who served as members with the Police Complaints Authority (PCA) participate in a 'broadly by analogy' (BBA) pension scheme as an alternative to membership of the Civil Service Pension scheme.

The information in the pension benefits tables below provides details of the pension benefits of Commissioners, the Chief Executive and the directors and is subject to audit.

This report has been audited.

Name	Total accrued pension at age 60 at 31/03/12 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 31 March 2012 £'000	CETV at 31 March 2011 £'000	Real increase/ (decrease) in CETV £'000
Len Jackson	15 - 20 Nil lump sum	0 - 2.5 Nil lump sum	345	316	17
Deborah Glass	15 - 20 55 - 60 Lump sum	0 - 2.5 2.5 - 5 Lump sum	362	312	11
Jane Furniss	50 - 55 160 - 165 Lump sum	0 - 2.5 0 - 5 Lump sum	1,161	1,043	29
Rachel Cerfontyne	0 - 5 Nil lump sum	0 - 2.5 Nil lump sum	29	13	13
Tom Davies	10 - 15 Nil lump sum	0 - 2.5 Nil lump sum	248	235	5
Mike Franklin	20 - 25 70 - 75 Lump Sum	0 - 2.5 -2.5 - 0 0 - 2.5	402	374	-3
Sarah Green	5 - 10 Nil lump sum	0 - 2.5 Nil lump sum	81	53	21
Nicholas Long	10 - 15 Nil lump sum	0 - 2.5 Nil lump sum	203	183	12
Naseem Malik	20 - 25 Nil lump sum	0 - 2.5 Nil lump sum	297	268	-3
Rebecca Marsh	10 - 15 Nil lump sum	0 - 2.5 Nil lump sum	147	126	8
Amerdeep Somal	15 - 20 Nil lump sum	0 - 2.5 Nil lump sum	240	219	1

This report has been audited.

Name and job title	Total accrued pension at age 60 at 31/03/12 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 31 March 2012 £'000	CETV at 31 March 2011 £'000	Real increase/ (decrease) in CETV £'000
Mike Benbow <i>Director of Standards and Quality</i>	5-10 Nil lump sum	0 - 2.5 Nil lump sum	174	147	13
Amanda Kelly <i>Director of Business Services</i>	5-10 Nil lump sum	0 - 2.5 Nil lump sum	57	33	18
Moir Stewart <i>Director of Investigations</i>	5-10 Nil lump sum	0 - 2.5 Nil lump sum	54	29	19
David Knight <i>Director of Casework and Customer Services</i>	25 - 30 80-85 Lump sum	0 - 2.5 0 - 2.5 Lump sum	451	415	-6

Note: The actuarial factors used to calculate CETVs were changed in 2011/12. The CETVs at 31/3/11 and 31/3/12 have both been calculated using the new factors, for consistency. The CETV at 31/3/11 therefore differs from the corresponding figure in last year's report which was calculated using the previous factors.

### Broadly by analogy (BBA) pensions

A BBA pension arrangement entitles the recipient to benefits that are similar to those provided by the PCSPS classic scheme described below, and obliges the IPCC and the member to make contributions in line with the PCSPS. The IPCC is responsible for funding future pension benefits and retaining pension contributions. BBA pensions are held by Deborah Glass and three former Commissioners and staff.



## Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (**classic**, **premium** or **classic plus**); or a whole career scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus** and **nuvos** are increased annually in line with Pensions Increase legislation. Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for **classic** and 3.5% for **premium**, **classic plus** and **nuvos**. Increases to employee contributions will apply from 1 April 2012. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may

opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service pension arrangements can be found at

 [www.civilservice.gov.uk/pensions](http://www.civilservice.gov.uk/pensions)

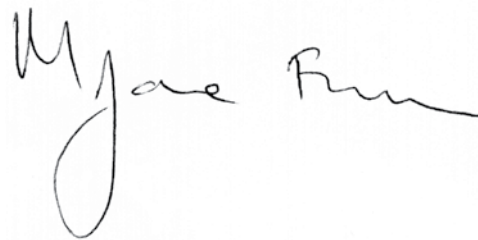
### Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

### Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension owing to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. There are many reasons that would cause a negative value in the "real increase in CETV" including a rise in pensionable salary which is less than the rate of inflation as is likely to be the case with the current pay freeze.



**Jane Furniss CBE**

Chief Executive and Accounting Officer  
27 June 2012

## Statement of the Accounting Officer's responsibilities

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Under paragraph 17(1) of Schedule 2 to the Police Reform Act 2002, the IPCC is required to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction issued by the Secretary of State. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the IPCC and of its income and expenditure, changes in taxpayers' equity, and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government FReM, and in particular to:

- observe the Accounts Direction issued by the Secretary of State, with the consent of the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government FReM have been followed and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis.

For the year under review, the Accounting Officer for the Home Office had appointed the Chief Executive as Accounting Officer for the IPCC.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the IPCC's assets, are set out in the Accounting Officers' Memorandum issued by the Treasury and published in *Managing Public Money*.

## Chief Executive's personal annual governance statement 2011/12

As the Chief Executive of the Independent Police Complaints Commission, I have personal responsibility for maintaining a sound system of governance, internal control and risk management to support the achievement of the Police Reform Act 2002 and other relevant legislation, and the aims and objectives of the Commission, whilst safeguarding public funds and organisational assets.

The system of governance, internal control and risk management is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide high and not absolute assurance of effectiveness.

I confirm that I have reviewed the governance, internal control and risk management arrangements in operation within my area of responsibility for 2011/12. I have considered the effectiveness of the control framework in the context of the external environment and internal issues specific to the IPCC using the seven facets of the Home Office assurance framework detailed below. I have based my overall judgement on the recommendations of internal audit and comments from the National Audit Office as well as on evidence presented to the IPCC Management Board, Audit Committee, Quality Committee and Commission. Actions detailed on last year's Annual Statement of Assurance and Statement on Internal Control have also been reviewed and where appropriate are commented on further.

### Key issues

Our profile has been high and the organisation has been subject to considerable critical scrutiny in both Parliament and the press. The profile has in part mirrored the challenges faced by policing and the significant public concerns raised by

phone hacking, allegations of police corruption and policing of major incidents of disorder. The need for an independent body capable of investigating the police was reinforced by the events of July and August 2011 – phone hacking, police corruption, the shooting of a man in Tottenham, alongside several other deaths in police custody, and policing of the "riots". These events, coupled with the Home Secretary's request for a report on police corruption, and work to support the legislative process continue to put significant pressure on our capacity and capability but are high priorities for us. The corruption reports have been completed and over the coming months work will be undertaken on our community engagement programme, and programmes of work to build public confidence in our independence and to implement the reforms to the police complaints system. The recommendations made by the Riots Panel will also be reviewed and implemented as appropriate.

Following the departure of the permanent Chair, Deputy Chair Len Jackson had assumed the role on an interim basis. Having reviewed the requirements of the role, the Home Office lead a recruitment campaign to find a non-executive, part-time Chair, to which Dame Anne Owers was appointed and started on 2 April 2012. A key issue in 2012/13 will be the departure of six founding Commissioners; in law there are certain functions and decisions which can be discharged only by Commissioners. We are therefore planning to ensure an orderly handover between the new and departing Commissioners. All IPCC Commissioner posts are public appointments and the responsibility of the Home Office sponsor unit. I continue to offer advice and support as necessary to the Home Office in its management of the recruitment of Commissioners.

Following our own major review of the police complaints system, proposals for legislative change were made to the Home Office some of which were included in the Police Reform and Social Responsibility Act. We have worked proactively with the Home Office on our proposals for reforms to the complaints system and how broader changes, such as the introduction of Police and Crime Commissioners, should be enacted to enhance public accountability. It is not yet clear how the changes will together impact on the volume of public complaints and therefore demand on the IPCC. There will however be significant impact on the organisation in the future as these changes take effect, albeit that the implementation of the legislation was delayed, and the IPCC continues to plan for these.

A single data breach assessed as major on the Home Office assessment scale was reported to the Home Office and to the Information Commissioner's Office (ICO). This related to substantial information, generated by a subject access request, being sent to the wrong recipient. A full report into the investigation of the breach, steps taken to address the disclosure and lessons learned has been submitted to the ICO.

Our performance in meeting both demand and our planned quality and quantity targets has been strong over the past year. The challenge will be to maintain those high levels over the coming year. In common with other public sector bodies, the IPCC has to make savings over the next three years. The scale of savings required in such a small, demand led organisation is considerable. Staffing requirements have been identified for the period of the Comprehensive Spending Review (CSR) and all efforts have been made to protect frontline resources to ensure

service delivery within the financial constraints. Our plans, including the closure of one office location, do however raise a risk that resources may be insufficient to satisfy external expectations of the IPCC and internal expectations of expert support, in particular within the legal and press teams.

### Governance, internal controls and risk management

The IPCC has well established governance structure, with the respective roles of the Commission and the Executive well understood and formalised through the IPCC Scheme of Delegation.

The **Commission** is responsible for defining strategy, determining the allocation of resources and is accountable for the delivery of its objectives. The Commission has established three Committees, **Audit, Quality** and **Remuneration** to discharge specific functions and each has clear terms of reference, reporting to **the Commission**. Average attendance at Commission between 1 April 2011 and 31 March 2012 has been 89% with attendance at the three Committees at 100%.

The role of the **Audit Committee** is to support the Commission in its responsibilities for issues of risk, control and governance and associated assurance. To this end, the Committee oversees the IPCC's systems and processes of finance, corporate governance, accountability, and complaints against the organisation. It is also responsible for approving the annual accounts on behalf of the Commission. The Chair reports annually on the Committee's work to the Commission.

The **Quality Committee** was formed in 2010 to ensure continued improvement in the quality and effectiveness of the IPCC services and

oversight of the complaints system as a whole. The role of the Committee is to support the Commission in its responsibilities for standards and quality assurance. The Committee oversees the IPCC's performance, quality, and value for money systems, supporting the CEO and Management Board and providing advice to the Commission. In addition, it is the intention from the end of 2011/12 for the Chair to report to the Commission on the effectiveness of the Committee's work on an annual basis.

Both the Audit and Quality Committees are chaired by a non-operational Commissioner with a non-operational Deputy Chair also in place.

The **Remuneration Committee** meets to agree the staff pay and rewards strategy and annual staff pay remit. It also considers and agrees the Chief Executive's recommendations on pay progression and bonus awards for each Director, and the recommendations of the Commission Chair in relation to the Chief Executive's pay.

All IPCC Committees meet to review their own effectiveness on an annual basis and their meetings are reported back to the Commission.

The **Commission** itself acts in accordance with the IPCC Standing Orders and is accountable directly to Parliament. Through the Chair and Chief Executive's regular meetings with the Minister of State for Police and Criminal Justice, the effectiveness of the organisation is under constant review, and more generally subject to considerable Parliamentary and public interest and scrutiny. The Commission also meets periodically to review the internal and external challenges facing the organisation and consider how 'fit for purpose' the Commission is to meet

these challenges. This is done by assessing the effectiveness of the governance arrangements and identifying priority governance issues for the Audit Committee to address in the light of the self assessment.

Attendance records relating to Commission and Committees are included after this statement.

During 2010/11 the IPCC completed an executive level restructure that moved the organisation from a regional to a functional model. During this last year a number of teams have also undergone further restructuring, to both reflect these new reporting lines and in meeting the budgetary challenges of the CSR period. The benefits of the new structure continue to be seen as national functions are allowing improved allocation of resources and workload which has been reflected in improved performance against key quality and efficiency measures. The improved national oversight of cases received or referred to the IPCC is also helping to support the Commission in tackling its thematic priority areas. Additionally the newly created Standards and Quality directorate recently received a 'green' rating following an internal audit review of its effectiveness.

The **Management Board** comprises all members of the executive and sits on a monthly basis, receiving monthly financial and performance reports to inform its decision making as well as regular risk and progress updates on delivery of corporate business deliverables.

The IPCC's sponsor unit within the Home Office has undergone a significant restructure in the last year with an entirely new team in post. We have provided a number of briefings to the team to help them better understand the IPCC's role,

responsibilities, resource needs and challenges. A good working relationship has been established and an approach to bi-laterals has been agreed. The IPCC and sponsor unit have mutually agreed to extend the existing Management Statement and Financial Memorandum pending agreement of a replacement framework document.

The strategic risk register is considered quarterly at Management Board and Commission. It is also considered at each full Audit Committee. At the end of 2010/11 the IPCC, with the support of the internal auditors, carried out a detailed risk assessment across all functions to ensure that its audit plan meets current requirements. This assessment is being updated and used to inform the internal audit programme going forward. During the year agreement was reached to strengthen the way reports are managed between internal audit and the IPCC and presented to the Audit Committee. Each directorate within the IPCC maintains an operational risk register which informs the strategic risk register.

The **Standards and Quality directorate** is responsible for providing assurance in respect of the quality and compliance of the delivery of core business. The work of the directorate is overseen and scrutinised by the Quality Committee. The directorate is responsible for providing independent assurance in respect of the quality of investigations and casework activity and also monitors stakeholder feedback in respect of those areas. All business improvement recommendations arising from the directorates work are monitored to ensure timely implementation. During the reporting year a number of recommendations made by the directorate in addressing proportionality in

investigations and casework appeals were endorsed, accepted and implemented. Agreement has been reached on the respective scope of internal audit and the Standards and Quality Directorate in assessing and assuring systems and quality, together providing a basis for the internal audit overall annual opinion of effectiveness. An audit of the effectiveness of the Standards and Quality directorate was completed by our Internal Audit Unit (provided to the IPCC by the Home Office Internal Audit Unit) in March 2012, the report of which indicates an overall Green rating. This report from the Internal Audit Unit indicates satisfaction with the overall effectiveness of the directorate and its assurance work.

The IPCC has a suite of Business Continuity Plans (BCP) in place at organisational, directorate and office level, supported by Critical Incident Plans and contact lists. Disaster recovery facilities were successfully tested in May 2011 and February 2012, and an internal audit of Business Continuity Management in June 2011 provided 'positive assurance', noting that both BCP and Disaster Recovery Plans are being refined and maturing, following which Management Board agreed updated plans in July 2011. The robustness of the BCP approach is best highlighted by the speed and efficiency of the response to a critical incident at the office in Wales, caused by a fire elsewhere in a building of which the IPCC occupies a part. Disruption to operational performance was kept to a minimum by quickly rolling out remote working capabilities to all appropriate staff.

The IPCC has reviewed the Corporate Governance Code in Central Government Departments and while this is directed more at ministerial departments than at NDPBs,

the IPCC has complied with the principles of the code where appropriate within its independent and statutory remit and there are no significant deviations from the Code provisions as they are considered to apply to the IPCC.

### Performance management

Processes are in place to ensure that strategic, directorate, team and individual objectives are aligned and the operational objectives are monitored corporately through the scorecard system which is informed by both the IPCC Casework Management System (CTMS) and Investigations Directorate monitoring systems. The balanced scorecard designed by the IPCC has now been in use over a three year period and is an effective monitoring tool for organisational performance.

Individual monitoring systems are in place for independent, managed and completed investigations, providing information on timeliness and review activity. There is also a system for monitoring those cases considered to be high risk to the IPCC. Performance on these cases is reported on a fortnightly basis to the Director of Investigations and CEO.

The IPCC Investigations National Office (INO) continues proactively to monitor performance both at the directorate and local levels, tracking the timeliness and effectiveness of investigations against the performance objectives set out in the IPCC business plan.

Casework targets for volumes and timeliness are set annually by the Commission, based on well evidenced forecasts of likely workload, available resources and productivity data.

Key performance indicators were achieved, save for the target for notifying forces that an appeal has been received. This was due to a structural issue with insufficient resource which has been addressed by creating a single casework administrative hub. Targets for efficiency savings this year have also been met but challenging required future savings do threaten our capacity to continue to maintain performance levels.

There is also a quality target for casework, based on maintaining and improving levels of customer satisfaction captured through surveys, which has also been met. Judicial reviews are closely monitored and all, successful or otherwise, generate a learning report. A risk based approach to quality assurance by line managers has been introduced, backed by quarterly audits by the Standards and Quality directorate. There is now a firmly established quality standard for appeal assessments and an accredited qualification for casework managers which all new entrants are required to undertake. In addition, for more experienced staff, we are currently auditing and revising our Continuous Learning and Development Programme.

The last six months of 2011/12 saw an increased volume of Data Protection Act (DPA) requests, particularly in November. This trend may well be a result of the increased media coverage of various high profile IPCC cases around this period. Freedom of Information (FOI) and DPA training has also been delivered to both casework and deputy senior investigators so improved identification of requests will likely have added to the increased volumes. In total the IPCC received 285 FOI requests (79% completed on time) and 247 DPA requests (79% completed on time).



The IPCC recently appealed an Information Commissioner Decision Notice with respect to what we considered to be a vexatious request. The Information Tribunal upheld our appeal. The Information Commissioner had disagreed with the IPCC's application of both section 14 (vexatious request) and section 12 (costs of compliance) of the Freedom of Information Act to two requests made by the same individual. The IPCC appealed to the Information Tribunal and successfully argued that both these exemptions applied to both requests. The IPCC welcomes this decision as it allows the IPCC and other public authorities to apply the costs exemption where there is some similarity or linkage between two or more requests. Furthermore, the IPCC and other public authorities are not bound to satisfy several tests on a checklist in order to successfully apply a vexatious request exemption.

Following media criticism regarding the validity of IPCC statistics relating to deaths during or following police contact and restraint related deaths, the Office of National Statistics, at the request of the IPCC Chief Executive, conducted an independent review which verified the information produced in two key publications. They found that the two publications had been produced using a rigorous process and no evidence that the figures were incorrect or omitted any cases. Some helpful recommendations were made for future publication which the CEO has accepted and will be implemented during 2012 and 2013

## Financial management

Business planning for 2011/12 produced a balanced budget and in accordance with relevant delegated limits, budget profiling is closely monitored and any deviations regularly reported to both Management Board and the sponsor unit. Where necessary, approval has been obtained from the department for expenditure on unfunded pressures. Procurement policies are in line with Home Office guidance and are regularly communicated to budget holders. The implementation of a new finance, procurement, and facilities management IT system during 2012/13 will introduce further and improved controls and the use of Home Office framework contracts and the implementation of austerity measures are ensuring value for money.

The IPCC was subject to an internal audit of its counter fraud and corruption capabilities and took part in the Home Office Counter Fraud stock take. Responsibility for counter fraud activities has now been moved to the Director of Standards and Quality and work is underway on updating our policies in response to those reviews and revised treasury guidance.

In response to the managing the risk of financial loss exercise instigated by the Cabinet Office, a review of organisational capability in this area was undertaken. In accordance with Home Office guidance, a light touch approach was taken. The views of internal audit from previous audit activity were taken into consideration and a prudent assessment was made. The majority of our controls and processes were assessed as 'at or above the control level required' and remedial action is being taken where weaknesses were identified.

Reporting of the results has been undertaken to the Home Office, and a recommendation made by the Internal Audit Unit regarding the future completion of this exercise has been accepted and will be implemented where appropriate. In addition, a review of procurement processes, also undertaken by the Internal Audit Unit identified some areas for improvement which are being taken forward.

### People management

The IPCC is committed to supporting and developing its staff within the confines of a cost saving environment where posts are being made redundant. Staff surveys are regularly undertaken and the results fed into an established and effective system for taking actions at organisational and team level to address issues raised. The results of the recent staff survey undertaken in the autumn of 2011 reflect the pressures of the current economic environment and staff's concerns about the organisation. Directors and their teams across the organisation have developed plans to address the issues raised and make improvements. A plan for the whole organisation was developed in early 2012 following extensive consultation with staff and progress against this will be reviewed twice during the coming year. In addition, all managers have now attended the Practical Skills for Managers training course, designed to improve managerial standards across the organisation.

The organisation recognises and accepts its legal responsibilities in relation to the health, safety and welfare of its employees and third parties who may be affected by its work and complies with the Health and Safety at Work Act 1974 and other related legislation as appropriate.

A Health and Safety Committee, led by a director, oversees health, safety and welfare and day-to-day management is under the control of the Health and Safety Officer.

Arrangements are in place to ensure that new legislation and good practice guidance is brought to the attention of the organisation in good time for the impact to be assessed and planned for. The IPCC, through the Health and Safety Officer, contributed to the Health and Safety Executive's research group on the changes to Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). The health and safety e-learning programme has been maintained and the IPCC has contributed to the public sector working group for continuous improvement of the e-learning package.

General safety and fire safety audits have been conducted at all offices and corrective actions implemented and monitored where necessary, in particular pursuing required improvements in landlord-controlled property. In particular, safety monitoring was carried out throughout the fit-out of the new Wakefield office.

## Information management

This year there has been significant work relating to the management of information risk, including awareness training to ensure information risk, protective security, and information management policies have been implemented. These issues have also been a focus in staff induction, mandatory annual security awareness, and annual information assurance training (Home Office module), together with the identification of information assets and quarterly risk assessments being undertaken by information asset owners.

All IPCC owned or managed information systems have been accredited to GSI requirements with new systems and changes tested prior to release. Access rights are controlled and adequate back up procedures are in place and have been tested. The IPCC's IT supplier was awarded ISO 27001 status for the information security management system it provides to the IPCC. Assessment by the Home Office against level three of the Information Assurance Maturity Model has taken place and was successful. Level three indicates a measured improvement in information risk management behaviours at all levels within the organisation, its delivery partners and its third party suppliers resulting in a business enabling culture.

A number of security and data breaches have been reported to the SIRO and, consequently, information asset owners have undertaken action to address identified issues. During this financial year there have been 28 data breaches involving personal data, the majority of which were rated as minor. Two breaches were assessed as being moderate and both related to personal information inappropriately disclosed through

Data Protection Act requests (in both cases insufficiently redacted versions were supplied). A single data breach was assessed as major and is covered in the key issues section.

In addition to data breaches there were a similar number of security breaches such as lost security pass and lost RSA encryption key. All were defined as negligible (minimal impact, no injury / loss or reputational damage) or minor (incident resulting in temporary and local loss). The most serious security breach was the loss of an IPCC issued laptop on public transport. This was encrypted to the required Communications Electronics Security Group (CESG) level (and therefore not a reportable breach) and access credentials were separately held. The necessary steps were taken to block remote access to the connected account and the laptop was subsequently recovered. The SIRO and Management Board take any security or data breach very seriously and ensure that lessons learnt are communicated to staff and inform revisions to procedures.

The Head of Procurement and Estates is a member of the Home Office Supplier and Information Assurance Compliance Working Group, which monitors and reviews the assessments from Hadrian (a supplier information assurance assessment) to determine where improvements can be achieved. The Head of Procurement and Estates is currently responsible for supporting IAOs with their third party IA compliance and in this role he has required the IPCC IT managed service provider (Steria) to complete the Hadrian assessment which took place in March 2011. Twenty-three other companies including the IPCC's archive provider also went through the Hadrian process.

## Programme and project management

The IPCC's project management guidance sets out procedures for project management at the IPCC and is scalable to ensure governance is proportionate to the size of the project. The guidance was assessed as high quality and in line with best practice as part of an internal audit on policy development.

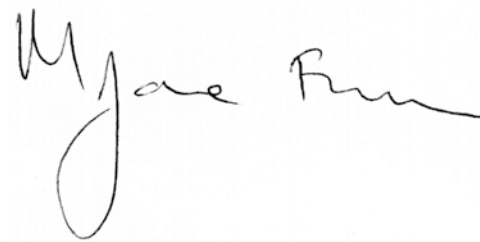
The project management guidance requires that a business case is in place and agreed by the project executive for all projects. Business cases for key deliverables are submitted during the corporate and business planning process to ensure that resources are allocated to projects which support the agreed strategic objectives of the organisation.

The IPCC carries out appropriate assessments including Equality Impact Assessments (EIA) and Privacy Impact Assessments. EIA training has recently been provided to staff responsible for policy development work. Each policy project has its own communication strategy and will use a combination of IPCC, police and community advisory or workability groups where appropriate. Several have or will be subject to full public consultation. Internal advisory groups are also utilised.

## Overall assessment

The internal auditors have provided an Annual Assurance and Opinion Report. On the basis of the reviews they have carried out in the last year, they have provided an assessment of moderate assurance.

In my opinion, I am able to provide moderate assurance on the areas for which I am responsible. Moderate assurance is defined as "Strengths in the control, risk and information management systems in place outweigh weaknesses. Although there is a need for improvement in specific areas, systems generally operate effectively".



**Jane Furniss CBE**

Chief Executive and Accounting Officer  
27 June 2012

## Commission and Committee Attendance Records

	Commission						Audit & Quality Committees				Remuneration Committee	
	Aug	Jun	Sep	Nov	Jan	Feb	May	Jun	Oct	Jan	Jun	Mar
Mike Franklin	1	1	1	1	1	1	–	–	–	–	–	–
Naseem Malik	1	1	1	1	1	1	–	–	–	–	–	–
Nicholas Long	1	1	1	1	1	1	1	1	1	1	–	–
Len Jackson	1	1	1	1	1	1	–	–	–	–	–	–
Amerdeep Somal	1	0	0	0	1	1	–	–	–	–	–	–
Rachel Cerfontyne	1	1	0	1	1	1	1	1	1	1	–	–
Tom Davies	1	1	1	1	1	1	–	–	–	–	1	1
Rebecca Marsh	1	0	0	1	1	1	–	–	–	–	–	–
Sarah Green	1	1	1	1	1	1	–	–	–	–	–	–
Deborah Glass	1	1	1	1	1	1	–	–	–	–	–	–
Jonathan Tross	1	1	1	1	1	0	1	1	1	1	1	1
Ruth Evans	1	1	0	1	1	1	1	1	1	1	1	1

## THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

I certify that I have audited the financial statements of the Independent Police Complaints Commission for the year ended 31 March 2012 under the Police Reform Act 2002. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

### Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Police Reform Act 2002. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Independent Police Complaints Commission's circumstances and have been consistently applied and adequately disclosed; the reasonableness of

significant accounting estimates made by the Independent Police Complaints Commission; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

### Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Independent Police Complaints Commission's affairs as at 31 March 2012 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Police Reform Act 2002 and Secretary of State directions issued thereunder.

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## Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Police Reform Act 2002; and
- the information given in Our targets and performance in 2011/12 and the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## Report

I have no observations to make on these financial statements.

### **Amyas C E Morse**

Comptroller and Auditor General

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

2 July 2012

**Statement of Comprehensive Net Expenditure**  
for the year ended 31 March 2012

	Note	2011/12 £'000	2010/11 £'000 Restated*
<b>Expenditure</b>			
Staff costs	3	(20,383)	(21,006)
Other expenditure	4	(11,902)	(11,420)
Non-cash items	4	(1,896)	(2,552)
		<b>(34,181)</b>	<b>(34,978)</b>
<b>Income</b>			
Income from activities	5	243	589
Other income	5	1,302	1,288
		<b>1,545</b>	<b>1,877</b>
<b>Net expenditure</b>		<b>(32,636)</b>	<b>(33,101)</b>
<b>Other Comprehensive Expenditure</b>			
		2011/12 £'000	2010/11 £'000
Actuarial (loss) gain		(54)	119
<b>Total comprehensive expenditure for the year ended 31 March 2012</b>		<b>(32,690)</b>	<b>(32,982)</b>

There were no discontinued operations, acquisitions or disposals during the period.

\* The 2010/11 figures have been restated to show the actuarial gain.

The notes on pages 99 to 124 form part of these accounts.



**Statement of financial position**

as at 31 March 2012

	Note	31 March 2012 £'000	31 March 2011 £'000
<b>Non-current assets:</b>			
Property, plant and equipment	7	2,656	2,169
Intangible assets	8	1,326	1,558
Trade and other receivables	11	3,625	4,893
<b>Total non-current assets</b>		<b>7,607</b>	<b>8,620</b>
<b>Current assets:</b>			
Trade and other receivables	11	2,257	2,655
Cash and cash equivalents	12	1,569	742
<b>Total current assets</b>		<b>3,826</b>	<b>3,397</b>
<b>Total assets</b>		<b>11,433</b>	<b>12,017</b>
<b>Current liabilities:</b>			
Provisions	14	(364)	(863)
Trade and other payables	13	(3,460)	(2,587)
Staff benefits payable	13	(430)	(433)
<b>Total current liabilities</b>		<b>(4,254)</b>	<b>(3,883)</b>
<b>Non-current assets plus/less net current assets/liabilities</b>		<b>7,179</b>	<b>8,134</b>
<b>Non-current liabilities</b>			
Provisions	14	(888)	(1,221)
Pension liabilities	3	(1,568)	(1,431)
Other payables	13	(2,928)	(4,197)
<b>Total non-current liabilities</b>		<b>(5,384)</b>	<b>(6,849)</b>
<b>Assets less liabilities</b>		<b>1,795</b>	<b>1,285</b>
<b>Taxpayers' equity</b>			
General reserve		3,363	2,716
Pension reserve		(1,568)	(1,431)
<b>Total reserves</b>		<b>1,795</b>	<b>1,285</b>

The financial statements on pages 95 to 98 were approved by the Commission and signed on its behalf by:

Signed



Jane Furniss CBE  
Chief Executive and Accounting Officer  
Date 27 June 2012

The notes on pages 99 to 124 form part of these accounts.

**Statement of cash flows**

for the year ended 31 March 2012

	Note	2011/12 £'000	2010/11 £'000 restated*
<b>Cash flows from operating activities</b>			
Net expenditure		(32,636)	(33,101)
Adjustment for non-cash items	4	1,896	2,552
decrease/(increase) in current trade and other receivables	11	417	(274)
increase/(decrease) in current trade payables	13	1,015	(1,863)
(decrease)/increase in employee benefits payable	13	(3)	25
less movements in pension provisions relating to items not passing through the Statement of Comprehensive Net Expenditure	3	(25)	47
Less use of provisions	14	(943)	(510)
		<b>(30,279)</b>	<b>(33,124)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	7	(1,356)	(571)
Purchase of intangible assets	8	(21)	(94)
Proceeds of disposal of property, plant and equipment		115	–
Proceeds of disposal of intangible assets		16	–
		<b>(1,246)</b>	<b>(665)</b>
<b>Cash flows from financing activities</b>			
Grants from the Home Office		33,200	33,000
Capital element of payments in respect of on SoFP service concession arrangements		(848)	(1,528)
<b>Net financing</b>		<b>32,352</b>	<b>31,472</b>
<b>Net increase/(decrease) in cash and cash equivalents in the period</b>		<b>827</b>	<b>(2,317)</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>742</b>	<b>3,059</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>12</b>	<b>1,569</b>	<b>742</b>

\* The 2010/11 cashflow has been restated to show service concession arrangements under Investing activities as required by IAS7.

The notes on pages 99 to 124 form part of these accounts.

**Statement of changes in taxpayers' equity**

for the year ended 31 March 2012

Note	General reserve £'000	Pension reserve £'000	Total reserves £'000
<b>Balance at 31 March 2010</b>	<b>2,946</b>	<b>(1,681)</b>	<b>1,265</b>
<b>Changes in taxpayers' equity for 2010/11</b>			
Grant from the Home Office received for revenue expenditure	32,434	–	32,434
Grant from the Home Office received for capital expenditure	566	–	566
Transfers between reserves	(129)	131	2
Comprehensive expenditure for the year	(33,101)	–	(33,101)
Actuarial gain in year	–	119	119
<b>Balance at 31 March 2011</b>	<b>2,716</b>	<b>(1,431)</b>	<b>1,285</b>
<b>Changes in taxpayers' equity for 2011/12</b>			
Grant from Home office received for revenue expenditure	31,823	–	31,823
Grant from Home Office received for capital expenditure	1,377	–	1,377
Transfers between reserves	80	(80)	–
Comprehensive expenditure for the year	(32,636)	–	(32,636)
Actuarial loss in year	3	(57)	(54)
<b>Balance at 31 March 2012</b>	<b>3,363</b>	<b>(1,568)</b>	<b>1,795</b>

The notes on pages 99 to 124 form part of these accounts.

## Notes to the accounts

### 1 Statement of accounting policies

The financial statements have been prepared in accordance with the 2011/12 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy that is judged to be most appropriate to the particular circumstances of the IPCC for the purpose of giving a true and fair view has been selected. The particular policies adopted by the IPCC are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The financial statements are presented in Sterling and all values are rounded to the nearest thousand pounds (£'000).

#### 1.1 Accounting conventions

These accounts have been prepared on an accruals basis under the historical cost convention modified for revaluation of property, plant and equipment and intangible assets, except where depreciated historic cost is used as a proxy for fair value for short-life or low value assets.

#### 1.2 Going concern

The activities of the IPCC are primarily funded by the Home Office.

Grant in Aid for 2012/13, taking into account the amount required to meet the IPCC's liabilities falling due in the year, has already been included in the Home Office's estimates for that year, which have been approved by Parliament. There is no reason to believe that the Home Office's future sponsorship and future parliamentary approval will not be forthcoming. It has, therefore, been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

#### 1.3 Grant in aid

Grant in aid received is used to finance activities and expenditure that support the statutory objectives of the IPCC. The FReM requires that grant in aid is treated as financing and is credited to the general reserve because it is regarded as a contribution from a controlling party.

#### 1.4 Property, plant and equipment

Property plant and equipment is recognised initially at cost and thereafter at fair value less depreciation and impairment charged subsequent to the date of revaluation.

Cost comprises the amount of cash paid to acquire the assets and includes any cost directly attributable to making the asset capable of being operated as intended. The capitalisation threshold for expenditure on PPE is £5,000.

The IPCC does not own any property. All plant and equipment is reviewed annually for impairment and is carried at fair value. The IPCC has elected to adopt depreciated historic cost as a proxy for fair value for short-life or low value PPE assets. This is permitted by the FReM.

## Notes to the accounts

Expenditure on the fitting out of buildings financed by operating leases is capitalised as a tangible non-current asset if the works add value to the building. Fitting out cost of buildings may include the costs of new furniture and equipment which individually costs less than £5,000 where the Accounting Officer considers it more appropriate to capitalise the costs. Future replacement costs of furniture and equipment will be funded from the resource budget subject to the costs being below the capitalisation threshold at the time of replacement.

### 1.5 Intangible assets

Intangible assets are measured on initial recognition at cost and thereafter at fair value less amortisation and impairment charged subsequent to the date of revaluation. Internally generated intangible assets, excluding capitalised development costs are not capitalised and expenditure is recognised in the Statement of Comprehensive Net Expenditure in the year in which the expenditure is incurred.

Expenditure on intangible assets which are software licenses and the associated costs of implementation is capitalised where the cost is £5,000 or more.

At each financial year end the intangible assets are assessed for impairment and the amortisation period and method are also reviewed. Intangible assets are carried at fair value. The IPCC has elected to adopt amortised historic cost as a proxy for fair value for short-life or low value intangible assets. This is permitted by the FReM.

### 1.6 Depreciation and amortisation

Depreciation or amortisation is provide on all non-current assets in use on a straight line basis to write off the cost or valuation over the asset's useful life as follows:

<i>Asset type</i>	<i>Useful life</i>
Furniture and fittings	Duration of lease or the anticipated useful life
Vehicles	7 years
Information Technology	3 to 5 years
Intangible non-current asset	3 to 5 years
Service concession assets	Duration of contract

### 1.7 Service concessions

Assets in use and under the control of the IPCC are capitalised as non-current assets as provided for under interpretation 12, *Service Concession Arrangements*, of the International Financial Reporting Interpretation Committee and interpretation 29, *Service Concession Arrangements: Disclosures of the Standards Interpretation Committee*. These assets are depreciated over the life of the contract.

## Notes to the accounts

### 1.8 Pensions

#### a) Principal Civil Service Pension Scheme

Pensions are ordinarily to be provided by the provisions of the Principal Civil Service Pension Scheme (PCSPS), which is described more fully in the remuneration report. There is a separate scheme statement for the PCSPS as a whole. Employer pension contributions are accounted for on an accruals basis. Liabilities rest with the PCSPS and not the IPCC.

#### b) Broadly By Analogy

In the case of some former members of the Police Complaints Authority, pensions are provided by a Broadly By Analogy pension arrangement. In these cases, the annual cost of the pension contribution is recognised in the Statement of Comprehensive Net Expenditure. Amounts relating to changes in the actuarial valuation of scheme liabilities are adjusted via the Statement of Changes in Taxpayers' Equity. Liabilities for the Broadly By Analogy scheme rest with the IPCC. These are recognised in the Statement of Financial Position.

These financial statements are fully compliant with IAS 19: Employee Benefits.

### 1.9 Early departure costs

The IPCC meets the additional costs of benefits beyond the normal Principal Civil Service Pension Scheme benefits in respect of employees who retire early by paying the required amounts annually to the Principal Civil Service Pension Scheme over the period between early departure and normal retirement date. The IPCC provides for this in full when the early departure decision is approved by establishing a provision for the estimated payments discounted by the HM Treasury discount rate applicable at the SoFP date. At 31 March 2012 this was 2.8 per cent in real terms (2010/11 2.9 per cent).

Severance costs outstanding at the year end under the new Civil Service Compensation Scheme are accrued for rather than provided for in a provision.

### 1.10 Staff costs

In accordance with IAS 19 Employee Benefits, the IPCC recognises the expected costs of short-term employee benefits in the form of compensated absences, as follows:

- (a) in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and
- (b) in the case of non-accumulating compensated absences, when the absences occur.

## Notes to the accounts

### 1.11 Provisions

In accordance with IAS 37, provisions are disclosed in the Statement of Financial Position for legal or constructive obligations in existence at the end of the reporting period if the payment amount to settle the obligation is probable and can be reliably estimated. The amount recognised in provisions takes into account the resources required to cover future payment obligations. Measurement is based on the settlement amount with the highest probability or if the probabilities are equivalent, then using the expected value of the settlement amounts. If the effect is material expected future cash flows are discounted using the real rate set by HM Treasury. To the extent that reinstatement claims exist within the meaning of IAS 37, they are recognised as a separate asset if their realisation is virtually certain.

### 1.12 Leases

The costs of operating leases held by the IPCC are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the lease term.

The significant operating leases are for office accommodation where purchase options are not available.

The IPCC does not have any finance leases.

### 1.13 Income

Income from activities relates directly to income from HMRC and UKBA for activities carried out as part of the discharge of the IPCC statutory responsibilities and powers.

Other income relates to fees and charges for other services provided, mainly sub leased property

Income represents the value of invoices raised on completion of services and the value completed but not yet invoiced.

### 1.14 Administration and programme expenditure

The Statement of Comprehensive Net Expenditure is analysed between administration and programme costs and income following guidance set out by HM Treasury.

### 1.15 Value Added Tax

The IPCC is registered for VAT but can only recover a very small proportion of VAT on purchases necessary for the IPCC undertaking non statutory activities. Income is shown as net of VAT, where VAT is due, and expenditure is charged as gross. Any input tax recoverable is credited to the Statement of Comprehensive Net Expenditure.

## Notes to the accounts

### 1.16 Corporation Tax

The IPCC is registered for corporation tax as part of the Home Office Corporation Tax Group.

### 1.17 Standards in issue but not yet effective

The IPCC provides disclosure that it has not yet applied a new accounting standard, and known or reasonably estimable information relevant to assessing the possible impact that the initial application of the new standard will have on the IPCC financial statements. There were no new standards issued for 2011-12 and not applied, which would materially affect the IPCC financial statements. The IPCC has also not adopted any standards early.

## 2 Statement of Operating Costs by Operating Segment

The operating segments are based on the management reporting structure within IPCC. This places financial responsibility with the director best placed to take expenditure decisions and ensure that value for money is achieved.

Further information on the objectives of each operating segment is available in the Foreword to these Accounts.

The Business Services directorate's expenditure includes costs for IT, accommodation, depreciation, amortisation and other infrastructure activities managed on behalf of the entire organisation.

Information on income by customer is shown in note 5.

	<b>2011/12 Gross expenditure</b>	<b>2011/12 Income</b>	<b>2011/12 Net expenditure</b>	<b>2010/11 Gross expenditure</b>	<b>2010/11 Income</b>	<b>2010/11 Net expenditure</b>
	£'000	£'000	£'000	£'000	£'000	£'000
Business Services	17,932	(1,302)	16,630	17,904	(1,248)	16,656
Investigations	7,698	(243)	7,455	7,898	(589)	7,309
Casework and Customer Services	5,471		5,471	5,592		5,592
The Commissioners' Office	1,494		1,494	1,456		1,456
Connect*	—		—	234		234
The Chief Executive's Office	343		343	310		310
Standards and Quality	1,243		1,243	1,584	(40)	1,544
<b>Total</b>	<b>34,181</b>	<b>(1,545)</b>	<b>32,636</b>	<b>34,978</b>	<b>(1,877)</b>	<b>33,101</b>

\* The work of the Connect programme was transferred to the other operating segments at the end of 2010/11.



## Notes to the accounts

## 3 Staff numbers and related costs

## 3.1 Staff costs

	2011/12 £'000			2010/11 £'000 restated*
	Permanent staff	Other	Total	Total
<b>Commissioners and CEO</b>				
Salaries and emoluments	921	–	921	905
Social security cost	102	–	102	131
Other pension costs	197	–	197	214
<b>Sub total</b>	<b>1,220</b>	<b>–</b>	<b>1,220</b>	<b>1,250</b>
Less: recoveries in respect of outward secondments	–	–	–	–
<b>Net costs of Commissioners and CEO</b>	<b>1,220</b>	<b>–</b>	<b>1,220</b>	<b>1,250</b>
<b>All other staff</b>				
Salaries and emoluments	14,640	953	15,593	15,858
Social security cost	1,142	–	1,142	1,158
Pension contributions	2,515	–	2,515	2,740
<b>Sub total</b>	<b>18,297</b>	<b>953</b>	<b>19,250</b>	<b>19,756</b>
Less: recoveries in respect of outward secondments**	(87)	–	(87)	–
<b>Net costs of all other staff</b>	<b>18,210</b>	<b>953</b>	<b>19,163</b>	<b>19,756</b>
<b>Total staff costs</b>	<b>19,430</b>	<b>953</b>	<b>20,383</b>	<b>21,006</b>

\* The social security costs were restated for 2010/11 to correct an allocation error.

\*\* In 2010/11 recoveries in respect of outward secondments was shown as Home Office income (Note 5).

Permanent staff includes staff on fixed-term contracts generally of 12 months' duration. Other staff costs includes temporary and inward seconded staff.

Further details on Commissioners' remuneration can be found in the Remuneration Report.

There were no pay increases during 2011/12 in line with government's emergency budget of June 2010.

## Notes to the accounts

### 3.2 Average number of persons employed

The average number of whole-time equivalent persons employed by segment during the year was as follows:

	2011/12			2010/11		
	Permanent staff	Other	Total	Permanent staff	Other	Total
Business Services	84	1	<b>85</b>	86	3	<b>89</b>
Investigations	133	–	<b>133</b>	146	–	<b>146</b>
Casework and Customer Services	111	13	<b>124</b>	115	9	<b>124</b>
Connect				1	–	<b>1</b>
Commissioners' Office	19	–	<b>19</b>	17	–	<b>17</b>
Chief Executive's Office	3	–	<b>3</b>	3	–	<b>3</b>
Standards and Quality	20	–	<b>20</b>	22	–	<b>22</b>
<b>Total staff numbers</b>	<b>370</b>	<b>14</b>	<b>384</b>	<b>390</b>	<b>12</b>	<b>402</b>

### 3.3 Reporting of Civil Service and other compensation schemes - exit package

Comparative data shown (in brackets) for 2010/11

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
<£10,000	1 (2)	9 (-)	10 (2)
£10,000 - £25,000	1 (3)	24 (-)	25 (3)
£25,000 - £50,000	- (8)	6 (-)	6 (8)
£50,000 - £150,000	- (5)	4 (-)	4 (5)
£150,000 - £200,000	- (-)	0 (-)	0 (0)
<b>Total number of exit packages by type (total cost)</b>	<b>2 (18)</b>	<b>43 (-)</b>	<b>45 (18)</b>
<b>Total resource cost (2011/12) in £000</b>	<b>22</b>	<b>934</b>	<b>956</b>
<b>Total resource cost (2010/11) in £000</b>	<b>871</b>	<b>–</b>	<b>871</b>

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 2010. Exit costs are accounted for in full in the year of departure. Where the IPCC has agreed early retirements, the additional costs are met by the IPCC and not by the Civil Service pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

## Notes to the accounts

### 3.4 Broadly by Analogy pension scheme

Certain Commissioners who served as members with the Police Complaints Authority (PCA) receive pension benefits broadly by analogy (BBA) with the PCSPS.

The BBA pensions are unfunded, with benefits being paid as they fall due and guaranteed by the IPCC. There is no fund and therefore no surplus or deficit. The scheme liabilities for service have been calculated by the Government Actuary's Department using the following financial assumptions:

	<b>2011/12</b>	<b>2010/11</b>
Rate used to discount scheme liabilities	4.85%	5.60%
Rate of increase in salaries	4.25%	4.90%
Rate of increase in pensions payment and deferred pensions	2.00%	2.65%
CPI inflation assumption	2.00%	2.65%

The liabilities associated with Commissioners holding BBA pensions are as follows:

	<b>31 March 2012</b>	<b>31 March 2011</b>
	£'000	£'000
<b>Pension provision</b>		
Balance at 1 April	1,431	1,681
Increase (decrease) in provision	137	(250)
<b>Present value of liabilities</b>	<b>1,568</b>	<b>1,431</b>

Other amounts to be disclosed in order to understand the change in provision.

	<b>31 March 2012</b>	<b>31 March 2011</b>
	£'000	£'000
Scheme liability at the beginning of the year	1,431	1,681
<i>movement in the year</i>		
Current service cost (net of employee contributions)	28	29
Interest cost	80	70
Employee contributions	14	13
Actuarial losses/(gains)	54	(119)
Benefits paid	(39)	(38)
Past service cost *	—	(205)
<b>Increase in scheme liability</b>	<b>137</b>	<b>(250)</b>
<b>Scheme liability at the end of the year</b>	<b>1,568</b>	<b>1,431</b>

\*Past service cost is the change in the present value of defined benefit obligations caused by employee service in prior periods. There was no past service cost for 2011/12.

## Notes to the accounts

*Expense to be recognised in the Statement of Comprehensive Net Expenditure account*

	2011/12 £'000	2010/11 £'000
Current service cost net of employee contributions	28	29
Interest costs	80	70
Past service cost	–	(205)
<b>Total expense</b>	<b>108</b>	<b>(106)</b>

*Actuarial gains/losses to be recognised in Changes in Taxpayers' Equity*

	2011/12 £'000	2010/11 £'000
Experience loss/(gain) arising on the scheme liabilities	29	(8)
Change in assumptions underlying the present value of the scheme liabilities	28	(111)
<b>Net total actuarial loss/(gain) on Taxpayers' Equity</b>	<b>57</b>	<b>(119)</b>

No transfers out have been made in 2011/12.

Estimates of the employee and employer costs payable in 2012/13 are £14k and £22k respectively.

**Present value of scheme liabilities**

	31 March 2012 £'000	31 March 2011 £'000	31 March 2010 £'000	31 March 2009 £'000	31 March 2008 £'000
Liability in respect of					
Active members	468	394	431	1,193	1,088
Deferred pensioners	263	236	302		
Current pensions	837	801	948		
<b>Total present value of scheme liabilities</b>	<b>1,568</b>	<b>1,431</b>	<b>1,681</b>	<b>1,193</b>	<b>1,088</b>
History of experience losses /(gains)	29	(8)	32	(227)	54
Percentage of scheme liabilities at the end of the year	1.8%	-0.5%	1.9%	-19.2%	5.0%

## Notes to the accounts

### 3.5 Civil Service pensions

The PCSPS is an unfunded multi-employer defined benefit scheme, but the IPCC is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2011/12, employers' contributions of £1,953k were payable to the PCSPS (2010/11 £2,157k) at one of four rates in the range 16.7% to 24.3% of pensionable pay, based on salary bands. The scheme actuary reviews employer contributions usually every four years following a full scheme valuation.

The contribution rates are set to meet the cost of the benefits accruing during 2011/12 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £733k (2010/11 £755k) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable pay.

Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £2k (2010/11 £1k), 0.8% of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the partnership pension providers at the balance sheet date were £2k (2010/11 £2k). Contributions prepaid at that date were nil.

## Notes to the accounts

## 4 Other expenditure

	2011/12	2010/11
Note	£'000	£'000
Other expenditure includes the following:		
IT	289	213
Service concession service charges	3,638	2,959
Accommodation rental	2,941	2,906
Accommodation non-rental	2,187	2,011
Travel and subsistence	720	681
Training	271	293
Forensics	300	249
Recruitment	109	157
Stationery	142	155
Research	9	134
Legal services	270	121
Guidance for police and public	52	81
Consultants	–	52
Audit fee - external	42	42
Audit fee - internal	26	41
Pension interest expense	–	70
Service concession interest charges	101	172
Other costs	805	1,083
<b>Total other expenditure</b>	<b>11,902</b>	<b>11,420</b>
Non-cash items:		
Depreciation	7	922
Amortisation	8	1,056
Provisions provided in the year less provisions not required	123	994
Less reinstatement provision passing through non-current assets	14	(287)
BBA pension expense	3	(176)
Unwinding of discount in early departure costs	14	2
Change in discount rate in early compensation provision	14	–
Loss on disposal of property, plant and equipment	17	–
Loss on revaluation of non-current assets	7/8	41
<b>Total non-cash items</b>	<b>1,896</b>	<b>2,552</b>
<b>Total</b>	<b>13,798</b>	<b>13,972</b>

The fee for the audit of the Statement of Accounts was £42,000 (2010/11 £42,000). The external auditors did not undertake any non-audit work.

## Notes to the accounts

### 5 Income

The IPCC received income from HMRC for investigations undertaken under section 28 of the Commissioners for Revenue and Customs Act 2005. Income was received from UKBA for investigations undertaken into appropriate referrals.

Rental income was received from the Security Industry Authority (SIA) for an operating lease.

The IPCC financial objective for income from other government bodies is full cost recovery in accordance with the Treasury Fees and Charges Guide. This financial objective was achieved. The analysis below is provided for fees and charges purposes and not for IFRS 8 purposes as directed by the FReM.

	2011/12	2011/12	2011/12	2010/11	2010/11	2010/11
	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Income</b>	<b>Costs</b>	<b>(Deficit)</b>	<b>Income</b>	<b>Costs</b>	<b>(Deficit)</b>
<b>Fees and charges</b>						
HMRC income	200	(200)	–	448	(507)	(59)
UKBA income	43	(43)	–	141	(239)	(98)
<b>Income from activities</b>	<b>243</b>	<b>(243)</b>	<b>–</b>	<b>589</b>	<b>(746)</b>	<b>(157)</b>
SIA income	1,277	(1,277)	–	1,209	(1,209)	–
Home Office income	–	–	–	40	(40)	–
Sundry income	25	(25)	–	39	–	39
<b>Other income</b>	<b>1,302</b>	<b>(1,302)</b>	<b>–</b>	<b>1,288</b>	<b>(1,249)</b>	<b>39</b>
<b>Total</b>	<b>1,545</b>	<b>(1,545)</b>	<b>–</b>	<b>1,877</b>	<b>(1,995)</b>	<b>(118)</b>

Our income from HMRC and UKBA is based on actual costs of work undertaken. Information on allocation of income to segments can be found in note 2.

## Notes to the accounts

## 6 Analysis of Net Expenditure by Programme and Administration budget

	2011/12 £'000	2011/12 £'000	2011/12 £'000	2010/11 £'000	2010/11 £'000	2010/11 £'000
	Programme	Administration	Total	Programme	Administration	Total
<b>Expenditure</b>						
Staff costs	17,652	2,731	20,383	17,936	3,070	21,006
Running costs	3,845	1,368	5,213	3,360	1,889	5,249
Rental under operating leases	1,724	1,217	2,941	1,579	1,327	2,906
Interest charges	86	15	101	146	26	172
Service concession arrangements	3,085	553	3,638	2,507	452	2,959
Research and development expenditure	9	–	9	134	–	134
<i>Non-cash items:</i>						
Depreciation	810	147	957	790	132	922
Amortisation	652	50	702	989	67	1,056
Loss on disposal of property, plant and equipment	17	–	17	–	–	–
Loss on revaluation of assets	–	–	–	41	–	41
Provision provided for in year	123	–	123	174	533	707
BBA pension costs	108	–	108	(176)	–	(176)
Cost of borrowing of provisions	(4)	(7)	(11)	2	–	2
<b>Expenditure</b>	<b>28,107</b>	<b>6,074</b>	<b>34,181</b>	<b>27,482</b>	<b>7,496</b>	<b>34,978</b>
<b>Income</b>						
Income from activities	(243)	–	(243)	(589)	–	(589)
Other income	–	(1,302)	(1,302)	–	(1,288)	(1,288)
<b>Net expenditure</b>	<b>27,864</b>	<b>4,772</b>	<b>32,636</b>	<b>26,893</b>	<b>6,208</b>	<b>33,101</b>



## Notes to the accounts

## 7 Property, plant and equipment

	Information Technology £'000	Vehicles £'000	Furniture & fittings £'000	Total £'000
<b>Cost or valuation</b>				
At 1 April 2011	1,933	329	6,525	8,787
Additions	377	453	746	1,576
Disposals	(624)	(340)	(493)	(1,457)
<b>At 31 March 2012</b>	<b>1,686</b>	<b>442</b>	<b>6,778</b>	<b>8,906</b>
<b>Depreciation</b>				
At 1 April 2011	1,204	208	5,206	6,618
Charge for the year	298	54	605	957
Disposals	(624)	(208)	(493)	(1,325)
<b>At 31 March 2012</b>	<b>878</b>	<b>54</b>	<b>5,318</b>	<b>6,250</b>
<b>Net book value at 31 March 2012</b>	<b>808</b>	<b>388</b>	<b>1,460</b>	<b>2,656</b>
<b>Net book value at 31 March 2011</b>	<b>729</b>	<b>121</b>	<b>1,319</b>	<b>2,169</b>
<b>Asset financing:</b>				
On SoFP service concession arrangement	356	–	–	356
<b>Cost or valuation</b>				
At 1 April 2010	3,277	370	5,887	9,534
Additions	397	–	638	1,035
Disposals	(1,741)	–	–	(1,741)
Revaluations	–	(41)	–	(41)
<b>At 31 March 2011</b>	<b>1,933</b>	<b>329</b>	<b>6,525</b>	<b>8,787</b>
<b>Depreciation</b>				
At 1 April 2010	2,701	146	4,590	7,437
Charge for the year	244	62	616	922
Disposals	(1,741)	–	–	(1,741)
Revaluations	–	–	–	–
<b>At 31 March 2011</b>	<b>1,204</b>	<b>208</b>	<b>5,206</b>	<b>6,618</b>
<b>Net book value at 31 March 2011</b>	<b>729</b>	<b>121</b>	<b>1,319</b>	<b>2,169</b>
<b>Net book value at 31 March 2010</b>	<b>576</b>	<b>224</b>	<b>1,297</b>	<b>2,097</b>
<b>Asset financing:</b>				
On SoFP service concession arrangement	177	–	–	177

## Notes to the accounts

**8 Intangible assets**

Intangible assets comprise of software licences

**Total**  
£'000**Cost or valuation**

At 1 April 2011

7,655

Additions

487

Disposals

(358)

**At 31 March 2012****7,784****Amortisation**

At 1 April 2011

6,097

Charge for the year

702

Disposals

(341)

**At 31 March 2012****6,458****Net book value at 31 March 2012****1,326****Net book value at 31 March 2011****1,558****Asset financing**

On SoFP service concession arrangement

1,126

**Net book value at 31 March 2012****1,126****Cost or valuation**

At 1 April 2010

6,908

Additions

904

Disposals

(157)

**At 31 March 2011****7,655****Amortisation**

At 1 April 2010

5,198

Charge for the year

1,056

Disposals

(157)

**At 31 March 2011****6,097****Net book value at 31 March 2011****1,558****Net book value at 31 March 2010****1,710****Asset financing**

On SoFP service concession arrangement

810

**Net book value at 31 March 2011****810**

## Notes to the accounts

### 9 Financial instruments

The IPCC does not hold any complex financial instruments. The only financial instruments included in the accounts are receivables and payables. Trade receivables are recognised initially at fair value less provision for impairment. A provision for impairment is made when there is evidence that the IPCC will be unable to collect an amount due in accordance with agreed terms.

The IPCC's resources are mainly met through Grant in Aid from the Home Office through the supply process and from income from work carried out on a repayment basis. The IPCC has no powers to borrow money or to invest surplus funds other than financial assets and liabilities which are generated by day-to-day operational activities. As a result the IPCC is therefore exposed to little or no credit, liquidity, foreign currency or inflation risk.

### 10 Impairments

The IPCC has no impairments in the period.

### 11 Trade receivables and other current assets

#### 11.1 Amounts falling due within one year:

	31 March 2012	31 March 2011
	£'000	£'000
Current part of service concession receivables	901	978
Current part of service concession arrangement prepayments in advance of assets coming into use	246	150
Accrued income	38	140
Trade receivables	117	489
Other receivables	1	4
Staff advances	58	45
Prepayments	896	849
	<b>2,257</b>	<b>2,655</b>

## Notes to the accounts

**11.2 Amounts falling due after more than one year:**

Non-current part of service concession arrangement prepayments in advance of assets coming into use.  
Non-current part of service concession receivables

**31 March 2012**   **31 March 2011**  
£'000                      £'000

	779	713
	2,846	4,180
	<b>3,625</b>	<b>4,893</b>
<b>Total trade and other receivables</b>	<b>5,882</b>	<b>7,548</b>

**11.3 Intra-government receivables**

Balances with central government bodies  
Balances with local authorities  
**Sub total of intra-government balances**  
Balances with bodies external to government

**31 March 2012**   **31 March 2011**  
£'000                      £'000

	149	629
	—	—
	<b>149</b>	<b>629</b>
	2,108	2,026
<b>Total</b>	<b>2,257</b>	<b>2,655</b>

All intra government receivables are due within one year

**12 Cash and cash equivalents**

Opening balance  
Net change in cash balances during the year

**31 March 2012**   **31 March 2011**  
£'000                      £'000

	742	3,059
	827	(2,317)
<b>Closing cash balance</b>	<b>1,569</b>	<b>742</b>

Only cash is held and is available immediately from commercial bank accounts.

## Notes to the accounts

## 13 Trade payables and other current liabilities

## 13.1 Amount falling due within one year

	31 March 2012	31 March 2011
	£'000	£'000
VAT	(8)	
Other taxation and social security	(650)	(717)
Trade payables	1	(182)
Other payables	–	(80)
Accruals and deferred income	(1,902)	(630)
Current part of imputed finance lease element of service concession arrangement	(901)	(978)
	<b>(3,460)</b>	<b>(2,587)</b>

## 13.2 Amounts falling due after more than one year

Other payables, accruals and deferred income	(82)	(17)
Imputed finance lease element of service concession arrangement	(2,846)	(4,180)
	<b>(2,928)</b>	<b>(4,197)</b>

## 13.3 Intra government payables

Balances with central government bodies	(339)	(309)
Balances with local authorities	(9)	(3)
Balances with trading funds and public corporations	–	(7)
HMRC in respect of taxation and social security	(478)	(430)
<b>Sub total of intra-government balances</b>	<b>(826)</b>	<b>(749)</b>
Balances with bodies external to government	(2,634)	(1,838)
<b>Total</b>	<b>(3,460)</b>	<b>(2,587)</b>

All intra government payables are due within one year.

## Notes to the accounts

### 13.4 Staff benefits payable

IAS 19 requires the disclosure of employee benefits which are recognised in the period in which the entity receives services from the employee, rather than when the benefits are paid or payable. Taking this definition of IAS 19 into account the IPCC recognises holiday accruals for the year 2011/12 to be staff benefits.

The average number of holidays accrued per person based on the number of staff at the end of March 2012 is 5 days (5 days at March 2011).

	<b>31 March 2012</b>	<b>31 March 2011</b>
	£'000	£'000
Staff benefits	(430)	(433)
<b>Total</b>	<b>(430)</b>	<b>(433)</b>

## 14 Provisions for liabilities and charges

For property provisions the IPCC recognises a dilapidation provision for all leased properties where it has an obligation to bring the property into a good state of repair at the end of the lease. The provision is based on the estimated costs of reinstatement of modifications the IPCC has made and the repair obligations required during the lease. The estimated cost of reinstating modifications made to the buildings is £396,000 (£487,000 for 2010/11). In line with IAS 37 Provisions, Contingent Liabilities and Contingent Assets, the costs of reinstatement have been recognised as part of the fit-out assets and will be depreciated over the lease terms. In addition, £453,000 (£412,000 for 2010/11) has been provided for current wear and tear obligations.

The early departure provision is the remaining balance of early departure costs of directors and other staff made redundant prior to 1 April 2011.

The early departure provision has been discounted at a rate of 2.8% (2.9% for 2010/11) set by HM Treasury.

## Notes to the accounts

## 14 Provisions for liabilities and charges (continued)

	Other	Property	Early departure	Total
	£'000	£'000	£'000	£'000
Balance at 1 April 2011	–	899	1,185	2,084
Provided in the year	81	50	11	142
Provisions not required written back	–	–	(20)	(20)
Provisions utilised in the year	–	(100)	(843)	(943)
Change in discount rate	–	–	(14)	(14)
Unwinding of discount	–	–	3	3
<b>Increase/(decrease) in provisions</b>	<b>81</b>	<b>(50)</b>	<b>(863)</b>	<b>(832)</b>
<b>Balance at 31 March 2012</b>	<b>81</b>	<b>849</b>	<b>322</b>	<b>1,252</b>

*Represented by:*

Non-current element of provision	–	623	265	888
Current element of provision	81	226	57	364

**Analysis of expected timing of discounted flows:**

Not later than one year	81	226	57	364
Later than one year and not later than five years	–	623	265	888
Later than five years	–	–	–	–
<b>Balance at 31 March 2012</b>	<b>81</b>	<b>849</b>	<b>322</b>	<b>1,252</b>

## Notes to the accounts

**14 Provisions for liabilities and charges** (continued)

	Legal	Other	Property	Early departure	Total
	£'000	£'000	£'000	£'000	£'000
<b>Balance at 1 April 2010</b>	<b>293</b>	<b>1</b>	<b>491</b>	<b>813</b>	<b>1,598</b>
Provided in the year	–	–	408	889	<b>1,297</b>
Provisions not required written back	(243)	–	–	(60)	<b>(303)</b>
Provisions utilised in the year	(50)	(1)	–	(459)	<b>(510)</b>
Change in discount rate	–	–	–	–	–
Unwinding of discount	–	–	–	2	<b>2</b>
<b>Increase/(decrease) in provisions</b>	<b>(293)</b>	<b>(1)</b>	<b>408</b>	<b>372</b>	<b>486</b>
<b>Balance at 31 March 2011</b>	<b>–</b>	<b>–</b>	<b>899</b>	<b>1,185</b>	<b>2,084</b>
<i>Represented by:</i>					
Non-current element of provision	–	–	899	322	<b>1,221</b>
Current element of provision	–	–	–	863	<b>863</b>

**15 Capital commitments**

As at 31 March 2012, the IPCC had no capital commitments (£442k at 31 March 2011)

	31 March 2012	31 March 2011
	£'000	£'000
Property plant and equipment	–	442
<b>Total</b>	<b>–</b>	<b>442</b>



## Notes to the accounts

### 16 Commitments under leases

#### 16.1 Operating leases

As at 31 March 2012 the IPCC had the following total future minimum lease payments under non-cancellable operating leases for each of the following periods:

	31 March 2012	31 March 2011
	£'000	£'000
<b>Obligations under operating leases comprise</b>		
Buildings:		
Not later than one year	2,904	2,923
Later than one year and not later than five years	5,717	3,540
Later than five years	1,588	–
	<b>10,209</b>	<b>6,463</b>

As at 31 March 2012 the IPCC had the following total future minimum sub-lease payments expected to be received under non-cancellable operating leases:

Buildings:		
Not later than one year	773	735
Later than one year and not later than five years	16	751
Later than five years	–	–
	<b>789</b>	<b>1,486</b>

#### 16.2 Finance leases

The IPCC had no finance leases in the period.

## Notes to the accounts

### 17 Commitments under service concession arrangements

The IPCC entered into a contract with Steria Limited on 25 August 2009 for the provision of IT and Telephony services.

The contract became effective on 20 December 2009. This is a fixed-price contract with a ten-year term and a break point at seven years.

Under the contract Steria Limited has an obligation to build and to maintain both tangible and intangible assets with an expected value at 31 March 2012 of £6.5million (£7.1 million at 31 March 2011) for use by the IPCC as well as provide operating services over the life of the contract at an expected value at 31 March 2012 of £30.3million (£29.8 million at 31 March 2011). Finance charges over the life of the contract are expected to be £0.6 million (£ 0.6 million at 31 March 2011).

There is also an obligation for Steria Limited to refresh assets during the life of the contract, predominately in years four and five. The assets are expected to have minimal residual value at the end of the ten-year term.

The annual payments to be made by the IPCC were agreed at the start of the contract and subject to ongoing contract change notices there is minimal uncertainty over future cash flows. The contract provides for re-pricing if the RPI-X exceeds 6%.

The assets acquired under the contract are under the control of the IPCC and under IFRIC 12 the contract is a service concession arrangement with the IPCC as grantor and Steria Limited as the operator.

SIC interpretation 29 describes the information to be disclosed in the accounts of the grantor.

Under IFRIC 12 the IPCC must recognise on its SoFP the assets to be provided under the service concession arrangement. These are shown as follows:

- Assets already in use are included in the property plant and equipment note and the intangible assets elsewhere in these accounts (Note 7/8)
- Payments in advance of assets provided are shown in the Trade Receivables Note elsewhere in these accounts (Note 11)
- Assets yet to be provided are shown in the Service Concession Receivables Note elsewhere in these accounts (Note 11)

This recognition of assets creates a corresponding financial obligation on the IPCC and the note below shows the obligations of the IPCC to pay for assets which are to be provided in future periods.

A unitary payment is made by the IPCC consisting of service charge, capital charge and interest.

The notes below shows the IPCC obligations to pay for future operating services.

Operating service charges already paid for are shown in note 4.

## Notes to the accounts

### 17.1 On Statement of Financial Position

	31 March 2012	31 March 2011
	£'000	£'000
Total obligations under on Statement of Financial Position service concession arrangements for the following periods comprise		
Not later than one year	988	1,105
Later than one year and not later than five years	2,742	3,589
Later than five years	273	889
	<b>4,003</b>	<b>5,583</b>
Less interest element	(256)	(425)
<b>Total service concession SoFP obligations</b>	<b>3,747</b>	<b>5,158</b>
<i>represented by:</i>		
Current (included in trade & other receivables and payables)	901	978
Non-current (other payables & trade & other receivables)	2,846	4,180
<b>Total service concession SoFP obligations</b>	<b>3,747</b>	<b>5,158</b>

### 17.2 Charged to Statement of Comprehensive Net Expenditure

The total amount charged in the Statement of Comprehensive Net Expenditure for the service element of the on Statement of Financial Position service concession arrangement was £3,638K (2010/11 £2,959K)

	31 March 2012	31 March 2011
	£'000	£'000
The payments to which the IPCC is committed at 31 March 2012, analysed by the period during which the commitment expires, is as follows.		
Not later than one year	3,121	3,034
Later than one year and not later than five years	12,481	12,608
Later than five years	7,262	10,399
	<b>22,864</b>	<b>26,041</b>

## Notes to the accounts

### 18 Commitments under PFI contracts

The IPCC had no PFI contracts in the period other than the service concession contract detailed in note 17.

### 19 Other financial commitments

The IPCC has no other financial commitments.

### 20 Contingent liabilities disclosed under IAS 37

The IPCC has a contingent liability of £416k in respect of a number of legal claims or potential claims against the IPCC, the outcome and timing of which cannot be estimated with certainty. Full provision is made in the financial statements for all liabilities that are expected to materialise.

The early departure provisions in note 14 are based on estimates based on the Civil Service Compensation Scheme. If there is a change in terms the IPCC may be liable to further costs. This contingent liability cannot be quantified. If there is a change in terms affecting provisions already made, the provision will be re-estimated.

### 21 Related-party transactions

The Home Office is a related party of the IPCC. During the year ended 31 March 2012 the Home Office provided grant in aid of £33.2m (£33.0m in 2010/11).

HMRC, UKBA and SIA are Government bodies and therefore are related parties. The income from these bodies is shown under Other Income at note 5. The amounts owed by these bodies to the IPCC are classified as trade receivables and amount to £149k (£629k at March 2011).

The Principal Civil Service Pension Scheme and the Cabinet Office are also related parties. Further information on the transactions with these bodies can be found in the pensions section of note 3.

Details of balances with other government bodies can be found in notes 11 and 13.

During the year ended 31 March 2012 none of the appointed Commissioners, Directors or key managerial staff undertook any material transactions with the IPCC.

The IPCC has adopted a Code of Conduct based on the Cabinet Office Code of Practice for Board Members of Public Bodies. The IPCC maintains a register of interests for Commissioners and all staff who are required to declare interests. The register of interests for Commissioners is available to the public and is on our website. Where any decisions are taken which could reasonably be seen as giving rise to a conflict of interest individuals are required to declare the relevant interest and, when appropriate, withdraw from participating in the taking of the decision. The Commissioners and staff codes of conduct are available on our website. The IPCC procedures also ensure that investigators are not engaged on investigations in which they would have an interest.

## Notes to the accounts

### 22 Third-party assets

On occasion the IPCC holds third-party assets when required to facilitate investigations. These are securely stored and are normally returned to the lawful owner when no longer required. Reliable estimates of their value cannot be made.

Third party assets are not included in the financial statements because the IPCC does not have a beneficial interest in them. As at 31 March 2012 no monetary assets were held.

### 23 Directors' benefits

Directors and senior managers are entitled to season ticket loans for travel on the same terms as staff.

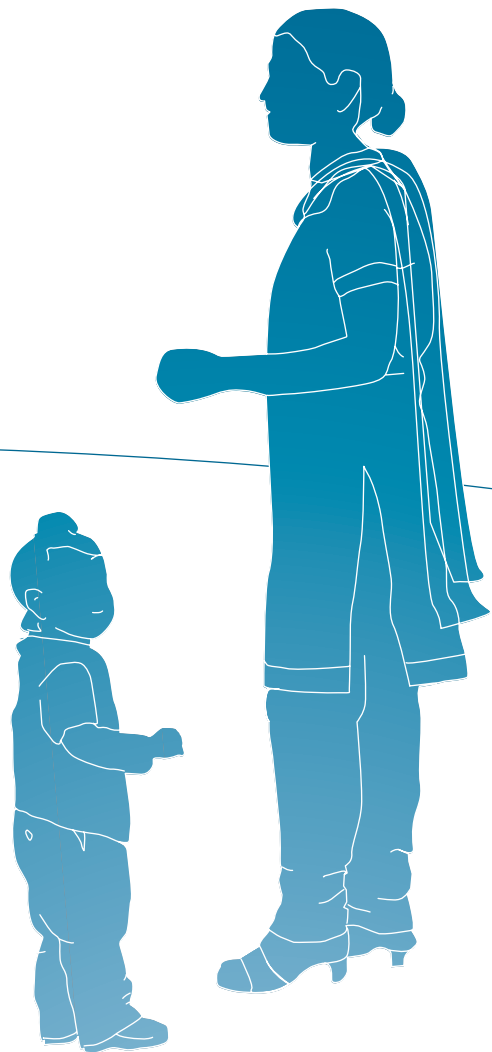
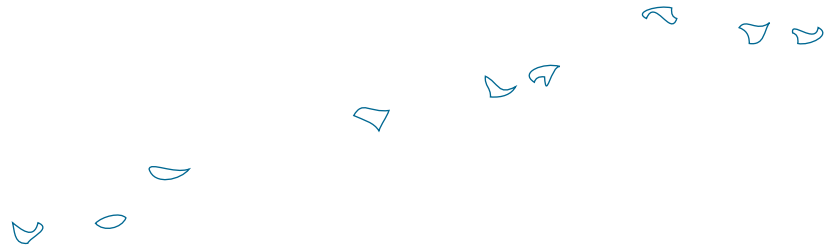
### 24 Losses and special payments

Total losses and special payments made were below the threshold that requires reporting.

### 25 Events after the reporting period

The Annual Report and Accounts were authorised for issue by the Accounting Officer on the same date that the Accounts were certified by the Comptroller and Auditor General.

There were no other reportable events after the end of the reporting period.



## Appendix 1 – our Commissioners and senior staff

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## Our Commissioners

The IPCC is overseen by a Commission that is made up of a part-time Chair and 11 Commissioners, including a Deputy Chair and two part-time non-operational Commissioners.

Deputy Chair Len Jackson was appointed Interim Chair by Her Majesty the Queen in September 2010 and retired in April 2012.

Following a recruitment exercise by the Home Office, Her Majesty the Queen appointed Dame Anne Owers as permanent IPCC Chair for a five-year term from 2 April 2012. The new Chair will provide leadership for the Commission and oversight of the work of the CEO, the Deputy Chair and the two non-operational Commissioners. She will also ensure that the Commission's governance is managed effectively.

The role of IPCC Deputy Chair has changed significantly as a result of the agreement by Ministers that the IPCC Chair will be part-time and non-executive. Following Len Jackson's retirement there will only be one Deputy Chair.

The Deputy Chair has assumed leadership for the Commission's statutory operational role and oversight of the work of the eight operational Commissioners as they discharge their operational responsibilities. Previously, this was the responsibility of the Chair.

The Police Reform and Social Responsibility Act 2011 has reduced the IPCC's statutory requirement for the number of Commissioners from ten to five full-time equivalent Commissioners. This change provides the Commission with greater flexibility to respond to the changing police oversight landscape. In addition, it gives the

Chair added flexibility in the appointment of new Commissioners and the opportunity to consider the structure and governance arrangements of the Commission.

### Priority areas

We have identified priority areas from our investigations, casework and guardianship work. Our priority areas are:

- deaths and serious injury in police custody
- deaths and serious injury as a result of police use of firearms and less lethal weapons
- deaths and serious injury as a result of gender abuse and domestic violence, where it is alleged that the police have failed to protect the victim
- deaths and serious injury following road traffic incidents, which it is alleged the police have caused or failed to prevent
- serious police corruption
- police use of stop and search powers, and other issues affecting young people's confidence in the police
- policing of protests and public order incidents.

These priorities drive and underpin much of the Commission's work and resource allocation. As a result, the areas that Commissioners lead on reflect the above priorities.



## Commissioner responsibilities and lead areas

The following list sets out the IPCC's Commissioners and their current responsibilities as well as Commissioners who retired or left the IPCC during the period under review. This list is current at the date of publication.

**DAME ANNE OWERS** is the Chair of the IPCC. Based in London, she is accountable to the Home Secretary for the leadership and performance of the IPCC. This is a new role in that the IPCC Chair is now a non-executive and part-time position.

*Lead organisational contact: Home Office and key external stakeholders.*

Chair of the IPCC's Valuing Diversity Group (TBC).

**DEBORAH GLASS** (London)

Appointed Deputy Chair in June 2008.

Lead for the Commission's statutory operational role and for the eight operational Commissioners as they discharge their operational responsibilities.

*Police force responsibilities: Metropolitan Police Service (MPS) and City of London.*

*Commission lead on: police use of firearms and less lethal weapons (with Commissioner Rachel Cerfontyne).*

**TOM DAVIES** (Wales)

*Police force responsibilities: Dyfed Powys, Gwent, North Wales, and South Wales.*

*Commission lead on: National Assembly for Wales and government agencies within Wales, including health agencies.*

Member of the Remuneration Committee.

**REBECCA MARSH** (South West to April 2012)

Currently on loan to the Office for Nuclear Regulation and has no force responsibilities.

Rebecca Marsh remains an IPCC Commissioner and continues to attend Commission meetings.

*Police force responsibilities (to April 2012): Avon & Somerset, Devon & Cornwall, Dorset, Gloucestershire, Wiltshire, West Mercia, HMRC and Civil Nuclear Constabulary.*

*In addition: Ports of Portland and Bristol.*

*Commission lead on: police-related road traffic incidents (to April 2012).*

*Lead organisational contact: NPIA and APA (to April 2012).*

Member of the Learning the Lessons Committee (to April 2012).

**MIKE FRANKLIN** (South East and London)

*Police force responsibilities: Thames Valley, Hampshire, Surrey, Sussex, Kent, SOCA (from April 2012 onwards) and MPS cases.*

*In addition: Port of Dover.*

*Commission lead on: stop and search and other issues affecting young people's confidence in police (with Commissioner Naseem Malik) and custody issues (with Commissioner Sarah Green).*

Represents the IPCC at the Ministerial Board for Deaths in Custody.

*Lead organisational contact: Inquest.*

Member of the IPCC's Valuing Diversity Group.

**SARAH GREEN** (East England and London)

*Police force responsibilities: Cambridgeshire, Norfolk, Suffolk, Bedfordshire, Hertfordshire, British Transport Police, HMRC (from April 2012 onwards) and MPS cases.*

*In addition: Cambridge University and Port of Felixstowe.*

*Commission lead on: policing of protests and public order (with Commissioner Nicholas Long) and custody issues (with Commissioner Mike Franklin).*

Member of the IPCC Audit and Quality Committees (from April 2012 onwards).

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**RACHEL CERFONTYNE** (East/West England and London)

*Police force responsibilities: West Mercia (from April 2012 onwards), West Midlands, Warwickshire, Essex, MOD and MPS cases.*

*In addition: Port of Tilbury.*

*Commission lead on: police response to gender abuse and domestic violence (with Commissioner Amerdeep Somal) and police use of firearms and non-lethal weapons (with Deputy Chair Deborah Glass).*

Member of the IPCC Audit and Quality Committees (to April 2012).

**AMERDEEP SOMAL** (East Midlands)

*Police force responsibilities: Derbyshire, Leicestershire, Lincolnshire, Nottinghamshire, Northants, and Staffordshire.*

*Commission lead on: police response to gender abuse and domestic violence (with Commissioner Rachel Cerfontyne).*

**NICHOLAS LONG** (Yorkshire and North East)

*Police force responsibilities: North Yorkshire, South Yorkshire, West Yorkshire, Humberside, Durham, Northumbria, Cleveland and UKBA.*

*In addition: Port of Tees & Hartlepool.*

*Commission lead on: policing of protests and public order (with Commissioner Sarah Green) and international work.*

Member of the IPCC Audit and Quality Committees (to April 2012).

**NASEEM MALIK** (North West)

*Police force responsibilities: Cumbria, Greater Manchester, Merseyside, Lancashire and Cheshire. The majority of cases in the South West are also allocated to Commissioner Naseem Malik.*

*In addition: Port of Liverpool.*

*Commission lead on: stop and search and other issues affecting young people's confidence in police (with Commissioner Mike Franklin).*

Member of the IPCC Audit and Quality Committees (from April 2012 onwards).

## Non-operational Commissioners

The two part-time non-operational Commissioners have particular responsibility for providing objective oversight and accountability for the IPCC. They sit on the Commission's Audit, Remuneration, and Quality Committees. Non-executive Commissioners do not have operational responsibilities. They report to the Chair.

**JONATHAN TROSS** – Chair of the IPCC Audit and Quality Committees and member of the Remuneration Committee.

Investigates external complaints against operational Commissioners.

**RUTH EVANS** – Chair of the IPCC Remuneration Committee and member of the Audit and Quality Committees.

Investigates internal complaints against operational Commissioners.

The following Commissioners either left the IPCC or retired during 2011/12:

**LEN JACKSON** (Interim Chair)

Appointed Interim Chair in 2010. Appointed Deputy Chair in June 2008.

*Lead organisational contact: Home Office and police staff associations.*

Chair of the IPCC's Valuing Diversity Group.

Chair of the Learning the Lessons Committee.

Len Jackson retired in April 2012.

## Appendix 2 – our staff

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Table 1 – Our staff by career background

Job title	Count	Ex-police officer	Ex-police civilian
Investigator	79	*19	9
Deputy Senior Investigator	20	**8	1
Senior Investigator	9	***8	1
Casework	116	1	6
Other	147	6	19
<b>Total staff</b>	<b>371</b>	<b>42</b>	<b>36</b>

\* One Investigator has previously worked as both a police officer and police civilian

\*\* One Deputy Senior Investigator has previously worked as both a police officer and police civilian

\*\*\* One Senior Investigator has previously worked as both a police officer and police civilian

Table 2 – Ethnicity by grade end March 2012

	5&6	7&8	9&10&11	12&13	14&15
Total BME	6 18.8%	5 16.1%	26 13.2%	11 13.4%	2 6.9%
Total white/ white other	26 81.3%	26 83.9%	171 86.8%	71 86.6%	27 93.1%
<b>Total</b>	<b>32</b>	<b>31</b>	<b>197</b>	<b>82</b>	<b>29</b>

Table 3 – Age by grade end March 2012

Age category	5&6		7&8		9&10&11		12&13		14&15	
	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade
20 to 24	4	12.5%	3	9.7%	1	0.5%	0	0.0%	0	0.0%
25 to 29	12	37.5%	10	32.3%	28	14.2%	7	8.5%	0	0.0%
30 to 34	7	21.9%	4	12.9%	67	34.0%	18	22.0%	1	3.4%
35 to 39	5	15.6%	0	0.0%	36	18.3%	10	12.2%	4	13.8%
40 to 44	1	3.1%	8	25.8%	20	10.2%	19	23.2%	5	17.2%
45 to 49	1	3.1%	2	6.5%	14	7.1%	15	18.3%	2	6.9%
50 to 54	0	0.0%	3	9.7%	19	9.6%	5	6.1%	7	24.1%
55 to 59	1	3.1%	0	0.0%	9	4.6%	5	6.1%	9	31.0%
60 to 64	1	3.1%	0	0.0%	2	1.0%	3	3.7%	1	3.4%
> 65	0	0.0%	1	3.2%	1	0.5%	0	0.0%	0	0.0%
<b>Total</b>	<b>32</b>		<b>31</b>		<b>197</b>		<b>82</b>		<b>29</b>	

Table 4 – Gender by grade end March 2012

Gender	5&6		7&8		9&10&11		12&13		14&15	
	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade
Female	18	56.3%	20	64.5%	116	58.9%	52	63.4%	8	38.1%
Male	14	43.8%	11	35.5%	81	41.1%	30	36.6%	21	72.4%
<b>Total</b>	<b>32</b>		<b>31</b>		<b>197</b>		<b>82</b>		<b>29</b>	

External benchmark: female staff as % of total / Government Services Average 68.0% / IPCC 57.9%

	Total staff	Commissioners	Directors & CEO	Total workforce
	50 13.5%	3 25.0%	0 0.0%	53 13.7%
	321 86.5%	9 75.0%	5 100.0%	335 86.3%
	<b>371</b>	<b>12</b>	<b>5</b>	<b>388</b>

	Total staff		Commissioners		Directors & CEO		Total workforce	
	Total	% of staff	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade
	8	2.2%	0	0.0%	0	0.0%	8	2.1%
	57	15.4%	0	0.0%	0	0.0%	57	14.7%
	97	26.1%	0	0.0%	0	0.0%	97	25.0%
	55	14.8%	0	0.0%	0	0.0%	55	14.2%
	53	14.3%	2	16.7%	0	0.0%	55	14.2%
	34	9.2%	2	16.7%	1	20.0%	36	9.3%
	34	9.2%	4	33.3%	1	20.0%	38	9.8%
	24	6.5%	0	0.0%	2	40.0%	24	6.2%
	7	1.9%	3	25.0%	1	20.0%	10	2.6%
	2	0.5%	1	8.3%	0	0.0%	3	0.8%
	<b>371</b>		<b>12</b>		<b>5</b>		<b>388</b>	

	Total		Commissioners		Directors		Total workforce	
	Total	% of staff	Staff number	% of staff in grade	Staff number	% of staff in grade	Staff number	% of staff in grade
	214	57.7%	7	58.3%	2	40.0%	223	57.5%
	157	42.3%	5	41.7%	3	60.0%	165	42.5%
	<b>371</b>		<b>12</b>		<b>5</b>		<b>388</b>	

Table 5 – leavers ethnicity by grade (April 2011 to March 2012 inclusive)

Ethnic Origin	5&6		7&8		9&10&11		12&13	
	No. of leavers in grade	% of leavers in grade	No. of leavers in grade	% of leavers in grade	No. of leavers in grade	% of leavers in grade	No. of leavers in grade	% of leavers in grade
Total BME	1	20.0%	2	25.0%	3	15.0%	2	14.3%
Total White/White other	4	80.0%	6	75.0%	17	85.0%	12	85.7%
<b>Total</b>	<b>5</b>	<b>100%</b>	<b>8</b>	<b>100%</b>	<b>20</b>	<b>100%</b>	<b>14</b>	<b>100%</b>

Table 6 – Performance management – formal disciplinary, grievance and capability cases (1st April 2011 to 31st March 2012)

	Disciplinary		Grievance		Capability	
	number	% of total	number	% of total	number	% of total
BME	1	16.67%	0	0.00%	0	-
White	5	83.33%	2	100.00%	0	-
<b>Total</b>	<b>6</b>		<b>2</b>		<b>0</b>	
Male	3	50.00%	0	0.00%	0	-
Female	3	50.00%	2	100.00%	0	-
<b>Total</b>	<b>6</b>		<b>2</b>		<b>0</b>	

## Staff survey respondents

Table 7 – Gender of IPCC staff survey respondents (2011)

	No	% of total
Male	140.22	41%
Female	177.84	52%
Prefer not to say	23.94	7%
<b>Total</b>	<b>342</b>	<b>100%</b>

Table 8 – Disability of IPCC staff survey respondents (2011)

	No	% of total
Disabled	17	5%
Not disabled	311	91%
Prefer not to say	14	4%
<b>Total</b>	<b>342</b>	<b>100%</b>

	14&15		Total	
	No. of leavers in grade	% of leavers	No. of leavers in grade	% of leavers
	1	20.0%	9	17%
	4	80.0%	43	83%
	<b>5</b>	<b>100%</b>	<b>52</b>	<b>100%</b>

Table 9 – Age of IPCC staff survey respondents (2011)

	No	% of total
16-29	65	19%
30-39	120	35%
40-49	68	20%
50+	48	14%
Prefer not to say	41	12%
<b>Total</b>	<b>342</b>	<b>100%</b>

Table 10 – Religion of IPCC staff survey respondents (2011)

	No	% of total
Agnosticism	38	11%
Atheism	58	17%
Christian	147	43%
Hinduism	7	2%
Islam	10	3%
Sikhism	3	1%
Other	21	6%
Prefer not to say	58	17%
<b>Total</b>	<b>342</b>	<b>100%</b>

Table 11 – Ethnicity of IPCC staff survey respondents (2011)

	No	% of total
White	274	80%
Mixed	7	2%
Black or Black British	7	2%
Asian or Asian British	21	6%
Prefer not to say	34	10%
<b>Total</b>	<b>342</b>	<b>100%</b>



**Table 12 – Sexuality of IPCC staff survey respondents (2011)**

	No	% of total
Gay	7	2%
Bisexual	7	2%
Heterosexual	291	85%
Prefer not to say	38	11%
<b>Total</b>	<b>342</b>	<b>100%</b>

## Equal pay audit 2011/12

The IPCC operates a pay and grading policy that is supported by an analytical job evaluation system. The pay and grading policy aims to ensure that staff are paid equally while also allowing some modest reward for performance. However, for the past two years IPCC has been subject to a pay freeze.

Before the existing policy was introduced, greater flexibility was available to hiring managers in setting starting pay. This led to a small number of anomalies in pay levels, but the introduction of the existing system has reduced these anomalies and those that remain are reducing over time. The existing policy sets tighter controls on setting starting pay, but some flexibility exists where a genuine need exists to react to market forces.

**Table 13 – Caring responsibilities of IPCC staff survey respondents (2011)**

	No	% of total
Have caring responsibilities	116	34%
Do not have caring responsibilities	205	60%
Prefer not to say	21	6%
<b>Total</b>	<b>342</b>	<b>100%</b>

This equal pay review looks at the differentials between:

- male and female pay across the IPCC pay bands, with average female pay being expressed as a percentage of the average male pay for each pay band.
- BME and white pay across the IPCC pay bands, with average BME pay being expressed as a percentage of the average white pay.

The results are shown in tables 14 and 15. Ideally, the averages for male and female pay will be within 5% of each other and likewise for BME and white pay.

**Table 14 – Differentials between male and female pay, with average female pay expressed as a percentage of average male pay**

Pay Band	No. of male staff	No. of female staff	Average female salary as a % of male salary as at April 2012
6	13	20	101.22%
7	9	19	107.25%
8	2	1	94.30%
9	4	4	96.79%
10	32	65	102.12%
11	42	48	100.87%
12	19	26	102.66%
13	13	22	99.12%
14	4	3	90.86%
15	17	4	91.06%

Overall, the majority of the pay-bands show that average female pay is within plus or minus 5% of average male pay. Of the pay-bands that show a greater differential on average pay, the following can be noted.

- Pay band 7. The differential in favour of female staff correlates to length of service in grade.
- Pay band 8. This is a very small sample and the differential is improving year on year.
- Pay band 14. Again this is a relatively small sample and an improvement on previous years.
- Pay band 15. The differential in favour of male staff correlates to length of service in grade..

Due to the 1% cap on pay progression, it is unlikely that further improvement in female pay will be made in pay bands 8 and 14. It is proposed that the level of pay for female staff within pay bands 8 and 14 will be considered further as part of IPCC's annual pay review, with the intention of equalising pay levels within these bands. There is no intention to review the pay of female staff in pay band 15 as the differential in pay is due to length of service in grade.

**Table 15 – Differentials between BME and white pay, with average BME pay expressed as a percentage of average white pay**

Pay Band	No. of BME staff	No. of white staff	Average bme salary as a % of white salary as at April 2011
6	7	26	97.17%
7	5	23	96.15%
8	0	3	N/A
9	1	7	98.14%
10	18	79	101.04%
11	19	71	100.09%
12	6	39	97.75%
13	4	31	95.79%
14	1	6	89.99%
15	2	19	93.25%

Overall, the majority of the pay-bands show that average BME pay is within plus or minus 5% of average white pay. Of the pay-bands that show a greater differential on average pay, the following can be noted:

- Pay band 14. This is a small sample size.
- Pay band 15. The differential in pay in favour of white staff correlates to length of service.

As reported in relation to gender, the current 1% cap on pay progression will not improve the pay for BME staff in pay band 14. However, any action to equalise pay in this pay band for female staff will also equalise the BME pay in this grade.





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