



HM Inspectorate of Prisons

Corporate Plan

2012/13 to 2014/15

Year three, 2014/15

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Contents

| | | |
|---|-----------------------------------|----|
| | Foreword | 2 |
| 1 | Introduction | 3 |
| | | |
| Part A: Strategic plan 2012/13 to 2014/15 | | |
| <hr/> | | |
| 2 | Mandate | 4 |
| 3 | Values | 6 |
| 4 | The Inspectorate in 2014/14 | 7 |
| 5 | The operating context | 11 |
| 6 | Strategic themes and key elements | 13 |
| 7 | Budget | 16 |
| | | |
| | Annex A: Strategic tasks | 18 |
| 8 | Business plan 2014/15 | 20 |

Foreword

In 2012, we published the first corporate plan HM Inspectorate of Prisons had produced, setting out our strategy for the three-year period 2012/13 to 2014/15. This document completes our planning cycle by updating our commitments and introducing new business plan objectives for the final year (2014/15).

The strategy's principal aim continues to be the safeguarding of independent, human rights-based and outcome-focused custodial inspection, which our analysis of stakeholder opinion suggests is valued. Transparency and the open reporting on the actual treatment and condition of those held in custody is our core purpose. At the same time, the plan aims to ensure the Inspectorate responds effectively to the challenging policy and economic climate in which both we and the bodies we inspect operate, while also ensuring we maintain the quality, usefulness and influence of our work.

In 2013/14, we published approximately 97 reports and other publications and successfully embedded revised, more outcome-focused independent inspection criteria. An almost completely unannounced inspection programme became well established and we extended our remit to include the independent inspection of UK-based military custody. The year 2013/14 also saw the completion of the first six-year cycle of police custody inspection. In a highly successful partnership with HM Inspectorate of Constabulary, every police custody suite in England and Wales has now been inspected.

In addition to our programme of inspections, priorities for the coming year will include the introduction of revised independent inspection criteria for women's prisons and police custody as well as work to ensure there is a meaningful framework of inspection for the proposed new secure colleges for children and young people. We will also use our role as coordinator to assist the continued development and influence of the UK's National Preventive Mechanism (NPM) as it concerns our obligations arising from the Optional Protocol to the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

The Inspectorate remains a small organisation but is both responsive and flexible. We will keep our corporate plan under review and we will publish reports on our progress each year. We will continue to welcome feedback about how we can improve and respond appropriately to changes in our environment.

Nick Hardwick
Chief Inspector of Prisons

April 2014

1. Introduction

- 1.1 This document summarises HM Inspectorate of Prisons' (HMI Prisons) strategic plan for the period 2012/13 to 2014/15 and the business plan for the third and final year of that period (2014/15).
- 1.2 The plan sets out the Inspectorate's mandate and values. It describes our current work and organisation, and sets out an analysis of our current performance and assumptions about future changes in our operating context. The future work of the Inspectorate is described under four themes:

- **An independent inspectorate**
- **An influential inspectorate**
- **An accountable inspectorate**
- **A capable inspectorate**

These themes are broken down into a number of strategic tasks. The strategy sets out our strategic risks and funding assumptions. A detailed business plan for 2014/15 is incorporated.

Consultation

- 1.3 In preparing this strategy we have surveyed the views of statutory and non-statutory stakeholders on our current performance and methods, assessed feedback from inspected bodies after each inspection, consulted our staff in detail, and taken the views of key policymakers and observers on likely changes in our external environment. Feedback has again been very positive. Summaries of staff, inspection exit and stakeholder surveys are available.
- 1.4 The draft strategic and business plan is subject to consultation in accordance with statutory requirements.

2. Mandate

2.1 Successive Chief Inspectors have summarised the Inspectorate's purpose as follows:

'We ensure independent inspection of places of detention, report on conditions and treatment and promote positive outcomes for those detained and the public.'

2.2 This statement of purpose derives from HM Chief Inspector of Prisons' legislative powers and duties and the UK's obligations arising from its status as a party to the Optional Protocol to the United Nations Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

Statute

2.3 HM Chief Inspector of Prisons' responsibilities are set out in:

- Section 5A of the Prison Act 1952 as amended by section 57 of the Criminal Justice Act 1982 which, in particular, requires the Chief Inspector to report to the Secretary of State on the treatment of prisoners and the conditions in prisons
- Section 46 (1) of the Immigration, Asylum and Nationality Act 2006 which extended the Chief Inspector's remit to immigration detention centres, short-term immigration holding facilities and escort arrangements throughout the UK
- the Police and Justice Act 2006 s.28 which added to the 1952 Act by setting out the Chief Inspector's further powers and duties to cooperate and consult with other criminal justice inspectorates and other bodies.

2.4 These powers and duties require the Chief Inspector to prepare an inspection programme and inspection framework, on which the relevant Secretary of State and other specified bodies must be consulted, and report independently on the treatment of prisoners and immigration and other detainees and the conditions in which they are held. The Chief Inspector jointly inspects police custody with HM Chief Inspector of Constabulary (HMIC) as part of the programme of work with other criminal justice inspectorates undertaken under the auspices of the Police and Justice Act 2006.

2.5 The Chief Inspector's responsibilities have been extended to include the inspection of court custody and, jointly with HMIC, Border Force customs custody suites. By invitation, HM Chief Inspector of Prisons also carries out inspection of military detention facilities, prisons in Northern Ireland (on behalf of Criminal Justice Inspection Northern Ireland (CJINI)), prisons on the Isle of Man and Channel Islands, and some other overseas prisons in jurisdictions with links to the UK. We currently work to a service level agreement with the Youth Justice Board (YJB) and Ofsted (Office for Standards in Education, Children's Services and Skills) concerning the ongoing inspection of secure training centres (STCs) first piloted in 2012.

OPCAT

2.6 HMI Prisons coordinates and forms part of the National Preventive Mechanism (NPM), by which the UK delivers its obligations as an OPCAT signatory to ensure the regular, independent and preventive inspection of all places of custody. At a national level, OPCAT requires state parties to:

‘Set up, designate or maintain at the domestic level one or several visiting bodies for the prevention of torture, inhuman or degrading treatment or punishment... These visits shall be undertaken with a view to strengthening, if necessary, the protection of these persons against torture and other cruel, inhuman or degrading treatment or punishment.’

2.7 At a minimum, OPCAT requires that NPMs:

- are functionally independent with independent personnel
- have sufficient expertise, a gender balance and adequate representation of ethnic and other minorities
- are provided with the necessary resources.

2.8 To comply with its OPCAT mandate, the UK NPM must also comment on existing or draft legislation and make recommendations to authorities based on human rights standards with the aim of improving the treatment and condition of persons deprived of their liberty, and to prevent torture and ill-treatment.

3. Values

3.1 The established values of the Inspectorate are as follows.

- Independence, impartiality and integrity are the foundations of our work.
- The experience of the detainee is at the heart of our inspections.
- Respect for human rights underpins our expectations.
- We embrace diversity and are committed to pursuing equality of outcomes for all.
- We believe in the capacity of both individuals and organisations to change and improve, and that we have a part to play in initiating and encouraging change.

3.2 In our 2013 staff survey, nearly 90% of the Inspectorate's staff saw our culture and values as a major strength.

3.3 Staff and external stakeholders place great importance on the Inspectorate's independence. This independence has been promoted by successive Chief Inspectors. It was endorsed by the Justice Select Committee at the time of the current Chief Inspector's appointment. The committee noted:

'The independence of the inspection function and its unequivocal perception as such, is crucial for the conduct of objective scrutiny and for public confidence in the service.'

3.4 The functional independence of the Inspectorate is a primary OPCAT requirement.

4. The Inspectorate in 2013/14

Inspections

- 4.1 Staff and external stakeholders see our efficient, systematic, human rights-focused, evidence-based inspections with the detainee experience at their heart as a major strength. Inspection, thematic and corporate reports are regarded as credible and influential.
- 4.2 In 2013/14, HMI Prisons planned to inspect 93 custodial facilities of varying types. Depending on type, each establishment or facility received a full inspection every three to six years, depending on our various inspection programmes and identified risk.
- 4.3 In 2012/13, we began inspections of secure training centres (STCs, jointly with Ofsted), and court custody as well as Border Force custody suites (UKBFs, jointly with HMIC). The inspection of STCs and court facilities has been embedded in our programme throughout 2013/14 and this will continue in to 2014/15. UKBF facilities are not inspected annually.
- 4.4 During the year we piloted and subsequently completed the inspection of 17 military secure custodial facilities (SCFs) and agreed criteria for the ongoing inspection of military custody.
- 4.5 Inspections are carried out against independent published criteria or 'Expectations' that are intended to focus on actual outcomes experienced by detainees. The judgments we make in inspections are informed by triangulating rigorous surveys of service recipients, interviews with service recipients and providers, documentary analysis and observation. In prisons, these outcomes focus on safety, respect, purposeful activity and resettlement, which are key to ensuring a 'healthy prison', with regimes that contribute to reducing crime and protecting society or achieving other required outcomes. These outcomes are adapted for different types of custodial establishment.
- 4.6 Feedback is given at the end of an inspection, and a full report of each inspection with recommendations to improve outcomes is submitted to the relevant Secretary of State. All reports are published. The Inspectorate's target is to submit its full report within four months. In 2013/14, publication exceeded the target by an average of 11 days. We continue to monitor the length of inspection reports and the number of recommendations they contain to reflect our more outcome-focused expectations.
- 4.7 In 2012/13 the most recent year for which we have complete data, 79% of recommendations were accepted, 16% partially accepted and 5% rejected – a slight improvement on year one of the planning period. Follow-up inspections during the year found that 46% of recommendations were achieved, 19% partially achieved and 35% not achieved. This reflected a marginal reduction in improvement compared with the previous year.
- 4.8 Virtually all inspections we undertake are unannounced. We have sought to make our programme more responsive to risk, and increasingly more unpredictable and flexible. During the year we did, however, announce four inspections. This was motivated by an attempt to support and promote improvements in prisons that had previously been failing. Initial feedback suggests this approach was both useful and successful.
- 4.9 At the request of the Foreign and Commonwealth Office and in consultation with international human rights organisations, we continue to support the creation of an effective NPM in Bahrain. This has included practical training on human rights-based inspection to government officials, the Bahraini Ombudsman, the National Human Rights Institute and non-governmental organisations. There have

been tangible improvements but the project is complex and is likely to extend throughout much of next year.

- 4.10 HMI Prisons proposed and jointly organised a successful conference with the Council of Europe (CoE) to develop minimum standards for immigration detention across Europe. The conference was held in Strasbourg and had nearly two-thirds of the world's functioning NPMs in attendance, with observers from Japan and Bahrain. HMI Prisons drafted standards which have been passed to the CoE for development; this event is likely to have a substantial impact on European NPM practices in the future.

Thematics and policy work

- 4.11 In addition to our programme of individual inspections, we also carry out cross-cutting thematic reviews, some of which are conducted jointly with other inspectorates. Before deciding whether to undertake a full thematic review, scoping studies are sometimes carried out. We also produce short findings papers on issues arising from our inspection programme. In 2013/14, we contributed to eight thematic reviews, one scoping study and seven findings papers. Five of the thematic reviews were conducted jointly with other inspectorates.
- 4.12 In addition, we published our annual 'Children and Young People in Custody' report and, for the first time, an annual report on the survey responses from children and young people in Secure Training Centres. Our third joint report with HMI Probation on Prison Offender Management Inspections was also published.
- 4.13 We seek to ensure that our inspection findings feed into relevant statutory consultations and other policymaking processes.

The National Preventive Mechanism

- 4.14 We have continued our role as coordinator of the UK National Preventive Mechanism. The NPM Steering Group, established in early 2012 and chaired by HMI Prisons, has played a role in developing and monitoring the delivery of the NPM business plan 2013/14. In December 2013, three new members were designated to the NPM, which is now made up of 20 members across the four nations of the UK. The NPM has continued to meet twice-yearly and in 2012/13 focused thematic work around *de facto* detention, preventing reprisals, and issues relating to children and young people in detention. Discussions around use of secondees from inspected bodies, use of restraint and deaths in custody have also featured. In 2014, the NPM will reach its fifth anniversary and a conference, jointly organised with Bristol University, will provide an opportunity to take stock of the NPM's work to date, raise awareness of its functions, and identify future approaches and areas of work. A renewed focus, supported by improved planning of NPM-wide activities, will seek to achieve greater effectiveness and relevance of the NPM.

Staffing

- 4.15 The Inspectorate is led by the Chief and Deputy Chief Inspector who attend all main establishment full inspections and review all reports. The Inspectorate has 69 staff, made up of full- and part-time staff, secondees and a number of freelance specialists, including inspectors, editors and health inspectors. In 2013/14, this included nine full-time Inspectorate staff who are seconded prison governors, one seconded from the NHS and 39 civil servants from a range of professional backgrounds, including probation, the police, social services, the voluntary sector and research. The Inspectorate is currently organised into seven specialist inspection teams, a research, development and thematics team and a

support team, each headed by a team leader. These team leaders, together with the Chief and Deputy Chief Inspector, form our Management Board, responsible for corporate management.

- 4.16 The recruitment and retention of new staff, in comparison to the previous year, improved significantly through 2013/14 but recruitment processes remain slow and cumbersome. We are now committed to increasing the proportion of staff who are employed on a permanent or contracted basis, and retaining fewer secondees. We are also committed to increasing the proportion of our staff who are fee-paid associates, improving our flexibility and efficiency. Staff continue to regard the Inspectorate's team structure as a strength, although staff are now cross-deployed routinely and more flexibly so that work can be allocated more efficiently. We have improved internal communication processes. Most staff achieve a reasonable work/life balance with HMI Prisons.

Management capacity

- 4.17 The Inspectorate is small and the organisation has a history of an informal, charismatic leadership style. Much of the organisation's performance depends on goodwill and strong individual relationships between managers and staff. The significant and direct personal involvement of the Chief and Deputy Chief Inspectors and team leaders in inspections and the production of reports is a strength. However, our programme has doubled over the last decade and additional responsibilities are planned. Our management capacity remains limited and has not kept pace with the growth of the organisation. Work to clarify and strengthen management roles and structures began in early 2013. Changes have been embedded throughout 2013/14 and have been largely successful, but governance structures still require improvement.
- 4.18 The organisation has a good gender and age balance but black and minority ethnic groups are under-represented among our staff. We do not yet systematically monitor our performance to ensure we provide equality of opportunity in our internal processes.

Accommodation

- 4.19 Most inspectors work from home when not attending an inspection. A reorganisation of Ministry of Justice (MOJ) estates during 2013 required us to move to a small suite of offices in Holborn in October 2013. This now much smaller space accommodates our London/office-based staff and importantly for our independence, is separate from mainstream MOJ accommodation.

IT and social media

- 4.20 IT concerns have reduced during the year but still require further improvement.
- 4.21 The Inspectorate's website is currently incorporated within the 'Justice' website. Some external stakeholders believe this undermines our independence and work has taken place to rectify this situation. We will move to a shared website with other independent criminal justice inspectorates during 2013/14. We have also introduced several social media platforms to improve our communication, and will continue to monitor their effectiveness.

Freedom of Information

- 4.22 The Inspectorate became subject to the Freedom of Information Act in October 2011. We dealt with a small number of such requests over the business year.

Budget

4.23 In 2013/14, the budget for HM Inspectorate of Prisons was £4,406,000.

2013/14 business plan

4.24 A full review of our 2013/14 business plan will be completed in May 2014.

5. The operating context

5.1 The following assumptions have been made about the main features and operating context that will impact on the work of our organisation.

- There is public concern about crime.
- Pressure on public finances will remain, and the Inspectorate and inspected bodies will be required to improve performance, despite reduced budgets.
- The prison population will remain within the range of official projections. The rationalisation of the prison estate may continue.
- Ministerial policies as set out in the MOJ consultation paper *Transforming Rehabilitation* will increase the focus on community-based rehabilitation, and it will be necessary to ensure that resettlement work in prisons does not lose impetus.
- The number of children and young people in custody has continued to decrease leading to a reduction and rationalisation of the youth custody estate.
- The 'secure college' initiated for children and young people will be developed through the coming year.
- Women will continue to be a very small minority among the prison population and there will be an ongoing need to ensure that their particular needs in prison are identified and met, especially in relation to mental health, self-harm and as mothers separated from their children. The government will implement the recommendations of the review of women's prisons published in 2013.
- The Health and Social Care Act 2011 (England) resulted in the commissioning of offender health in places of detention becoming the responsibility of NHS England (National Commissioning Board). This has continued to be implemented across the health and justice estate.
- There will continue to be a complex and sensitive immigration policy environment and an ongoing reliance on detention. There are new arrangements for detaining a small number of children with their families. There will continue to be greater interest in immigration detention across European NPMs.
- Police and crime commissioners have become responsible for police custody facilities from November 2012 but police chiefs have remained responsible for operational matters.
- Deaths in police custody are a significant public concern. We conduct our joint police inspections in the context of rising public and professional concern for the welfare of vulnerable people in custody.
- The social care needs of prisoners will continue to increase along with the age profile.
- Political and public debate around the application of international human rights standards to prison and detention-related issues will continue.
- The referendum on Scottish independence may have implications for the small number of immigration detention inspections we undertake in Scotland and the work of the UK NPM. The implications of this will be worked through in 2015/16.

- The next UK general election is scheduled to take place in May 2015 and the political sensitivities are likely to be high in the months leading up to this.

6. Strategic themes and key elements

- 6.1 We have described the work we will do to ensure the Chief Inspector fulfils his mandate over the full period of the corporate plan in a way that is consistent with the Inspectorate's values and meets the challenge of our operating environment under four broad strategic themes:
- An independent inspectorate
 - An influential inspectorate
 - An accountable inspectorate
 - A capable inspectorate.
- 6.2 Our operational plan breaks these themes and elements down further into a set of time-limited tasks with clear ownership responsibilities, and sets out how we will use improved outcomes for detainees, stakeholder feedback and efficiency gains to measure success.

An independent inspectorate

- 6.3 We will fulfil our statutory duty. Our primary task to report accurately, impartially and publicly concerning the treatment and conditions for detainees will continue. Confidence in our values-based approach, our independent expectations and methodology, as well as our findings will allow us the greatest impact and influence in ensuring human rights standards are maintained and improve across the different custodial settings we inspect.

Key elements

- 6.4 The independence of the Chief Inspector and the staff appointed by him is a key element in ensuring public confidence in our work. The maintenance of our independence in terms of relationships with all other parties is a fundamental priority. Our independence will be demonstrated in our inspections and thematic work, and will be underpinned by how we use our influence, accountability processes and the work we do to develop the capability of the Inspectorate.
- 6.5 We have now moved to a usually entirely unannounced inspection programme. We will set a minimum frequency for inspection of all types of establishment but within this we will make the timing of inspections less predictable and the deployment of resources more flexible, based on considered intelligence and proactive risk assessment. Every inspection will include an assessment of progress in implementing previous recommendations.
- 6.6 We will report openly and accurately about places of custody, inspecting across a range of custodial settings regularly and effectively. We will report on the treatment of detainees and the conditions in which they are held.
- 6.7 We will maintain a dynamic set of Expectations founded in international human rights standards and practice that establish independent standards of inspection across custodial sectors.
- 6.8 We will continue to deliver effective joint work with other inspectorates.

- 6.9 We will increase the profile and extent of our thematic work, both independently and with other inspectorate partners, predicated on our assessment of emerging priorities.

An influential inspectorate

- 6.10 We will inspect and report in an open way, challenging constructively those responsible for the institutions we inspect. We will seek to ensure that evidence from our inspections contributes to the improvement in outcomes for those held in custody and the public.

Key elements

- 6.11 We will seek improvement in the treatment and conditions of detainees, as well as aiming to ensure the evidence from our programme of institutional and thematic inspections influences the development of policy in the criminal justice system. We will publish an annual report on our work as well as a series of timely public reports of inspections of institutions. All inspection and thematic reports will include specific recommendations which we will follow up.
- 6.12 We will seek to ensure the evidence of our inspection and thematic programme feeds into policy development on all aspects of custodial practice and in all custodial contexts.
- 6.13 We will work with other inspectorates in our inspections and thematic reviews to improve purposeful activity and resettlement outcomes for prisoners and other detainees.
- 6.14 We will maintain and keep under review a comprehensive communication strategy. The strategy will include the use of new media and developing practical and mutually beneficial relationships with all stakeholders, including custody providers and commissioners, detainees and their families, government and policymakers, academia, non-governmental organisations and the media. We will do this without compromising our independence.
- 6.15 We will promote and support compliance with the Optional Protocol to the UN Convention Against Torture and continue to provide for the coordination of the UK's National Preventive Mechanism. We will monitor and report on our own compliance with OPCAT.

An accountable inspectorate

- 6.16 We will manage our resources efficiently and undertake our work in a professional manner. We will be able to account for our performance and will create an inspectorate that is fit to deliver its purpose.

Key elements

- 6.17 We will review and develop our approach to corporate governance to ensure the most effective transparent and accountable structures for the management of the Inspectorate.
- 6.18 We will respond to the Justice Select Committee's need for assurance on our independence. We will fulfil the request of the Justice Committee to establish a system of peer review, rather than performance review by officials.
- 6.19 We will review this strategy annually and continue to publish an annual business plan. We will develop a new strategy for 2015/16 onwards in 2014/15.

- 6.20 We will review and develop our management information and performance management structures to ensure the effectiveness and efficiency of the Inspectorate.
- 6.21 We will maintain and review an expeditious editorial and quality assurance process to ensure the production of accurate, evidence-based and timely reports.
- 6.22 We will continue to review our methodology and inspection guidance to ensure best practice and continuous improvement. We will continue to seek feedback from stakeholders on the impact of our methodology and recommendations.
- 6.23 We will meet our duties under the Public Sector Equality Duty 2010.
- 6.24 We will meet our responsibilities under the Freedom of Information Act.

A capable inspectorate

- 6.25 We will be a multidisciplinary, values-based organisation committed to equipping our staff with the skills they need to fulfil our purpose. We will use our resources efficiently to maximise our ability to inspect and improve treatment and conditions for detainees.

Key elements

- 6.26 We will create and maintain a people strategy that ensures we recruit staff committed to our values and the purpose of independent inspection. Our staff will need to evidence identified core competencies and will be recruited from multidisciplinary and diverse backgrounds.
- 6.27 We will ensure the effective induction, personal development and support of all our staff. We will ensure meaningful performance expectations and management.
- 6.28 We will review organisational structures to ensure the maximum efficiency of our inspection process as well as our ability to resource our strategic objectives.
- 6.29 We will establish clear management and leadership expectations as well as transparency in the allocation of resources.
- 6.30 We will work to ensure that we are an inclusive organisation with open and transparent communications. We will work towards a more efficient and effective approach to IT.
- 6.31 In a challenging operational context that may require difficult choices, we will work to ensure limited resources are prioritised in the most efficient way to maximise our capacity to undertake inspections.

7. Budget

- 7.1 Following the government's Spending Review, we had agreed a budget allocation through to 2013/14, with an indicative budget allocation for 2014/15. The reduction in the final year was meant to be based on assumptions that the prison estate/population would reduce in size and require fewer inspections in our programme.
- 7.2 Changes to our inspection and report production processes have already achieved significant efficiencies and these will be maintained. We seek to continue the efficient deployment of inspectors and the use of cheaper travel and accommodation options. However, suitable accommodation is not always available via the central pan-government contract. Our budget for 2014/15 includes in real terms further additional cuts. Our core MOJ budget, a flat cash settlement agreed in early February 2014, will mean a cumulative saving of 9% on our baseline MOJ budget for the Spending Review period.

Core Ministry of Justice funding

| | Baseline | Period covered by Comprehensive Spending Review | | | | | | | |
|-----------------------------------|-----------|---|------|-----------|------|-----------|-----|---------------|---|
| | 2010/11 | 2011/12 | % | 2012/13 | % | 2013/14 | % | 2014/15 (tbc) | % |
| HMI Prisons core (MOJ) budget (£) | 3,821,846 | 3,550,000 | -7.1 | 3,460,000 | -9.5 | 3,366,000 | -12 | 3,366,000 | 0 |

Funding for expanded inspection remit

| | | | | | | | | | |
|----------------------------|--|--------|--|---------|--|---------|--|---------|--|
| Court cells inspection (£) | | 84,000 | | 250,000 | | 250,000 | | 250,000 | |
|----------------------------|--|--------|--|---------|--|---------|--|---------|--|

| | | | | | | | | | |
|---|--|---|--|--------|--|---------|-------|---------|-------|
| Addition for inflation agreed Sept 11 (£) | | 0 | | 84,000 | | 180,000 | | 272,000 | |
| Inflation uplift agreed - new total (£) | | 0 | | 84,000 | | 0 | -100% | 0 | -100% |

Core Ministry of Justice funding (with reduction reflected, but additional work/funding included)

| | | | | | | | | | |
|--|-----------|-----------|------|-----------|----|-----------|------|-----------|---|
| HMI Prisons core funding new total (£) | 3,821,846 | 3,634,000 | -7.1 | 3,794,000 | -1 | 3,616,000 | -5.5 | 3,620,000 | 0 |
|--|-----------|-----------|------|-----------|----|-----------|------|-----------|---|

Income from inspected bodies (UK Border Agency/Home Office/Youth Justice Board/Extra-jurisdiction requests)

| Income | 2010/11 | 2011/12 | % | 2012/13 | % | 13/14 | % | 14/15 | % |
|------------------------------|----------------|----------------|----------|----------------|----------|--------------|----------|--------------|----------|
| Other departments (£) | 744,000 | 735,000 | -2 | 735,000 | | 790,000 | 6 | 861,000 | +9 |

| | | | | | | | | | |
|------------------------------|-----------|-----------|----|-----------|----|-----------|----|-----------|----|
| HMI Prisons Total (£) | 4,565,846 | 4,369,000 | -5 | 4,529,000 | -1 | 4,406,000 | -4 | 4,477,000 | -2 |
|------------------------------|-----------|-----------|----|-----------|----|-----------|----|-----------|----|

7.4 In addition, by invitation, HM Chief Inspector of Prisons also carries out inspection of military detention facilities, prisons in Northern Ireland (on behalf of Criminal Justice Inspection Northern Ireland (CJINI)), prisons on the Isle of Man and Channel Islands and some other overseas prisons in jurisdictions with links to the UK. These are charged at cost.

Annex A: Strategic tasks

| An independent inspectorate | | |
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| | | |
| 1 | Deliver an effective and comprehensive annual inspection programme. | Y1-3 |
| 2 | Develop and introduce a usually entirely unannounced, less predictable and more flexible inspection programme. | Y1-3 |
| 3 | Successfully introduce inspections of additional custody systems. | Y3 |
| 4 | Establish and keep under continuous review a core set of Expectations common to all custodial settings. | Y3 |
| 5 | Deliver an effective and comprehensive thematic inspection programme singly, as part of the joint criminal justice inspection programme and with other inspectorates where appropriate. | Y1-3 |
| 6 | Collate and prioritise thematic topics to ensure they remain relevant and influential. | Y3 |

| An influential inspectorate | | |
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| 7 | Ensure revised Expectations lead to shorter reports and fewer, sharper and smarter recommendations. Monitor progress of all the inspection and thematic recommendations made. | Y1-3 |
| 8 | Efficiently produce an annual report each year that draws attention and action to the main themes arising from the Inspectorate's work and provides a transparent account of our work and use of resources. | Y1-3 |
| 9 | Ensure the evidence from inspections and thematic reports is fed into the development of penal and wider criminal justice policy and practice. | Y1-3 |
| 10 | Work with partner inspectorates to drive up purposeful activity and resettlement outcomes for prisoners. | Y1-3 |
| 11 | Ensure the work and findings of the Inspectorate are communicated effectively and independently. | Y1-3 |
| 12 | Promote compliance with OPCAT and coordinate the NPM. | Y1-3 |

| An accountable inspectorate | | |
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| 13 | Review our arrangements with the Ministry of Justice to ensure our independence is recognised, there is appropriate accountability to the relevant secretaries of state and parliament and the Inspectorate receives efficient and appropriate support services. | Y1-3 |
| 14 | Develop, consult on and publish an annual business plan and regular strategic plans. | Y1-3 |
| 15 | Strengthen management information and performance systems. | Y2-3 |
| 16 | Strengthen editorial and quality control processes. | Y1-3 |
| 17 | Review our methodology and inspection guidance to ensure best practice and continuous improvement. | Y1-3 |
| 18 | Meet our responsibilities under the Public Sector Equality Duty 2010. | Y1-3 |
| 19 | Meet our responsibilities under the Freedom of Information Act. | Y1-3 |
| 20 | Establish an external advisory board. | Y3 |

| A capable inspectorate | | |
|-------------------------------|--|------|
| 21 | Re-launch the Inspectorate's recruitment and selection process to recruit staff from diverse backgrounds who meet our competency requirements. | Y2-3 |
| 22 | Review and develop staff induction, development, support and performance management processes. | Y2-3 |
| 23 | Undertake and implement a review of the Inspectorate's structure and management roles. | Y3 |
| 24 | Improve internal communications. | Y1-3 |
| 25 | Review the role of inspection support staff. | Y1-3 |
| 26 | Negotiate improvements in back office services provided by the Ministry of Justice or alternative arrangements. | Y1-3 |
| 27 | Manage risks effectively. | Y1-3 |

8. Business Plan 2014/15

Resources

- 8.1 Following the Spending Review in 2011/12 this business plan has been constructed in response to efficiency savings made by HM Chief Inspector of Prisons and in the light of the ongoing challenge for all public services and the government's commitment to minimise any unnecessary regulatory burden. The business plan for year three of this planning period will deliver further efficiencies and reductions in costs in addition to those already achieved. We believe the improvements to our inspection methodologies and organisation of inspection personnel will enable us to do this. We have now agreed with the Ministry of Justice funding for 2014/15 of £3.62 million, representing a flat cash settlement and a 2.75% increase on the on the Spending Review indicative budget previously anticipated for the period.
- 8.2 In addition to our core Ministry of Justice funding, we continue to receive additional funding for inspection in other sectors: from the Home Office (immigration and police inspection); the Youth Justice Board (for targeted inspections of children and young people's establishments); the Ministry of Defence (military detention); and other jurisdictions (Northern Ireland/Jersey). Although the additional sources of funding are still to be fully confirmed for 2014/15, and reflecting additional areas of inspection also added to our responsibilities, we currently anticipate a total of £0.86 million in additional funding. This gives an aggregate Inspectorate funding for 2014/15 of £4.47 million.
- 8.3 We have continued to achieve savings in real terms, despite a growth in our responsibilities, by:
- further embedding our revised Expectations for core inspection and undertaking a review of Expectations for other areas, leading to greater efficiency in the inspection and report production processes and a consequent reduction in staff costs
 - the introduction of our new risk-based, fully unannounced inspection programme, leading to the more efficient use of staff resources
 - use of higher levels of associate inspectors on a fee-paid basis, rather than full-time inspectors
 - stringent control of accommodation and travel costs using new pan-government contracts
 - minimising our administrative and management costs.

We predicate our planning on detailed activity measurement in 'inspection hours' which are defined by an agreed criminal justice inspectorates' methodology. The expected funding of £4.47 million allows the Inspectorate to afford 65,262 inspection hours (at an assumed cost of £68.60 per hour). Inspection hours, and therefore available resources, can be allocated against deliverables within the plan (although because of the methodology deployed, the costs of certain deliverables are regarded as accounted for by the inclusive nature of the inspection hour calculation). In this way, after rationalising and reducing the resource allocated to certain types of inspection and with careful management oversight of spend, the Inspectorate has some assurance that the business plan set out below can be both afforded and delivered.

The plan

- 8.4 The business plan is divided into the four strategic themes as set out in our strategic plan. Under each theme, clear and time-bounded deliverables are identified, together with quality measures, accountabilities and a footnote detailing the overall hours allocated to each strategic theme.
- 8.5 This plan will be reviewed regularly by the Inspectorate's Management Board to assess progress.

OBJECTIVE 1: An independent Inspectorate

We will fulfil our statutory duty. Our primary task to report accurately, impartially and publicly concerning the treatment and conditions for detainees will continue. Confidence in our values-based approach, our independent expectations and methodology, as well as our findings will allow us the greatest impact and influence in ensuring human rights standards are maintained and improve across the different custodial settings we inspect.

| KEY DELIVERABLE | TIMESCALE | MEASURE | FUNCTION LEAD |
|--|---------------------------------------|---|------------------------|
| 1. Deliver an effective and comprehensive annual inspection programme. | | | |
| 1.1 Deliver the 2014/15 inspection programme of mainly unannounced full inspections, undertaking: | As scheduled throughout business year | | HMDCIP, plus: |
| <ul style="list-style-type: none"> 43 inspections of prisons. To include: <ul style="list-style-type: none"> - adult YOIs - three extra-jurisdiction inspections - specialist units - six announced inspections. | | Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey] | Specified team leaders |
| <ul style="list-style-type: none"> Inspect all YOIs holding children and young people, as agreed with the YJB | | Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey] | J team leader |
| <ul style="list-style-type: none"> Four inspections of STCs for children, delivered in partnership with Ofsted. | | Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey] | J team leader |
| <ul style="list-style-type: none"> Four inspections of immigration removal centres. | | Inspections delivered to time and quality [measured by quality | I team leader |

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| <ul style="list-style-type: none"> • 12 inspections of non-residential short-term holding facilities, and four unannounced escort inspections, including three overseas. • Jointly with HMIC, 11 inspections of police force areas. • To inspect three court custody areas, to include all custody suites. • To inspect the military corrective training centre (MCTC). • To inspect the UK Border Force (customs) custody. • Jointly with HMI Probation, inspect offender management in custody during full prison and YOI inspections. | | <p>assurance by HMCIP/HMDCIP]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> | <p>I team leader</p> <p>P team leader</p> <p>P team leader</p> <p>A team leader</p> <p>P team leader</p> <p>Specified team leader</p> |
| <p>1.2 Ensure the production and publication of high quality, timely and effective reports.</p> | <p>As scheduled throughout business year. Inspection reports published within 18 weeks of inspection</p> | <p>Inspections delivered to protocol timetables and maintained or improved responses to the 2014/15 inspection report feedback and stakeholder survey</p> | <p>HMCIP, HMDCIP, publications manager, team leaders</p> |
| <p>2. Develop and introduce a usually entirely unannounced, less predictable and more flexible inspection programme.</p> | | | |
| <p>2.1 Develop an inspection programme for 2015/16,</p> | <p>By end December 2014</p> | <p>Delivered to time and quality [as endorsed</p> | <p>HMDCIP, Head of RD&T</p> |

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| | following consideration of risk. | | by HMCIP and consultation feedback | |
| 2.2 | Consult formally as required by the Justice and Police Act 2006 on an inspection programme, dovetailing with the simultaneous consultation on the joint CJS business plan 2015/16. | By end March 2015 | Delivered to time and quality [as endorsed by HMCIP and consultation feedback | HMDCIP |
| 3. Successfully introduce inspections of additional custody systems. | | | | |
| 3.1 | Complete report on first round of inspections of UK service custody military facilities. | By end June 2014 | Delivered to time and quality [as endorsed by HMCIP] | A team leader |
| 4. Establish and keep under continuous review a core set of Expectations common to all custodial settings. | | | | |
| 4.1 | Maintain effective relationships with HMIC, embedding revised inspection Expectations and protocols and responding to developments as necessary. | By end of September 2014 | Delivered to time and quality [as endorsed by HMCIP/HMCIC] | P team leader |
| 4.2 | Establish a process for keeping Expectations under continuous review in response to inspection experience, thematic reports, changes in legislation, or other significant events, and ensure methodology allows for developments in human rights standards to be captured. | By end May 2014 | Delivered to time and quality [as endorsed by HMCIP/HMCIC] | Head of RD&T, SRO-M, SPO, O team leader, HIS |
| 4.3 | Establish an Expectations change control process. | By end September 2014 | Delivered to time and quality [as endorsed by HMCIP/HMCIC] | SRO-M, publications manager |
| 4.4 | Formulate specific Expectations for CSC (Special unit) facilities. | By end of December 2014 | Delivered to time and quality [as endorsed by HMCIP] | O team leader, SRO-M |
| 4.5 | Begin to develop with Ofsted criteria and processes for | By March 2015 | Delivered according to agreed timescale | HMDCIP |

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| | inspecting secure colleges. | | | |
| 4.6 | Embed new expectations for women's prisons. | By March 2015 | Positive feedback from inspected establishments and other stakeholders | O team leader |
| 5. Deliver an effective and comprehensive thematic inspection programme singly, as part of the joint criminal justice inspection programme and with other inspectorates where appropriate. | | | | |
| 5.1 | Complete resettlement full thematic jointly with HMI Probation and Ofsted. | Published by end May 2014 | Delivered to time and quality [as endorsed by the joint Chief Inspectors] | Head of RD&T, SRO-P |
| 5.2 | Complete thematic on offenders with learning disabilities led by HMI Probation. | Published by December 2014 | Delivered to time and quality [as endorsed by the joint Chief Inspectors] | Head of RD&T, SRO-P |
| 5.3 | Lead the second phase of the joint thematic on substance misuse, with HMI Probation, Care Quality Commission and HIW (provisional partners) | Phase 2 to commence in April 2014. Fieldwork to be completed by December 2014 | Delivered to time and quality [as endorsed by the joint Chief Inspectors] | Head of RD&T, SRO-P |
| 5.4 | Complete fieldwork for the full review on MMPR. | Fieldwork completed by end December 2014 | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 5.5 | Contribute to the full joint thematic on human trafficking, with CJ and other inspectorates (TBC). | | Delivered to time and quality [as endorsed by the joint Chief Inspectors] | Head of RD&T, SRO-P |
| 5.6 | Contribute to a joint thematic on vulnerable people in police custody, with HMI Probation. | Complete by end March 2015 | Delivered to time and quality [as endorsed by HMCIP and HMCIC] | Head of RD&T, SRO-P, P team leader |
| 5.7 | Scope full thematic work on self-harm in prisons. | Fieldwork completed by end March 2015 | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 5.8 | Complete planning stage for a full joint thematic on redress in 2015/16, with the PPO. | Project plan signed off by HMCIP and PPO by end March | Delivered to time and quality [as endorsed by the HMCIP and | Head of RD&T, SRO-P |

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| | 2015 | PPO] | | |
| 5.9 | Complete short thematic on prisoner and young people escorts. | Published by June 2014 | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 5.10 | Develop and deliver a minimum of two short (single) thematics: <ul style="list-style-type: none"> • Social care in prisons • NHS commissioning in police custody. | Complete by end March 2015 | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 5.11 | Complete a minimum of two 'prison life' findings papers on: <ul style="list-style-type: none"> • first night/induction • overcrowding and other topics identified during the year. | As scheduled throughout business year | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 5.12 | Complete a minimum of three briefing papers on agreed 'people in prison' issues, including: <ul style="list-style-type: none"> • foreign national prisoners • immigration detainees in prison • prisoners with acquired brain injuries and other topics identified during the year. | As scheduled throughout business year | Delivered to time and quality [as endorsed by HMCIP] | Head of RD&T, SRO-P |
| 6. Collate and prioritise potential thematic topics to ensure they remain relevant and influential. | | | | |
| 6.1 | Consult internally via policy fora on potential thematic topics for the programme from 2015/16. | Consult by end October 2014 to feed into 2015/16 business plan | Delivered to time and quality [measured by HMCIP endorsement] and enabling maintained level of thematics | Head of RD&T, SRO-P |
| 6.2 | Contribute to Criminal Justice Joint Inspectors group and work with other Inspectorates to deliver an effective joint inspection programme. | Ongoing throughout business year | Delivered to time and quality [as endorsed by the joint Chief Inspectors] | HMCIP |

OBJECTIVE 2: An influential Inspectorate

We will inspect and report in an open way, challenging constructively those responsible for the institutions we inspect. We will seek to ensure evidence from our inspections contributes to the improvement in outcomes for those held in custody and the public.

| KEY DELIVERABLE | TIMESCALE | MEASURE | FUNCTION LEAD |
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| 7. Ensure revised Expectations lead to shorter reports and fewer, sharper and smarter recommendations. Monitor progress of all the inspection and thematic recommendations made. | | | |
| 7.1 Monitor report length and numbers of recommendations. | Ongoing throughout business year | Reductions in length of reports and number of recommendations. Improved feedback in 2014/15 stakeholder survey responses | HMDCIP, team leaders, publications manager |
| 7.2 Ensure follow-through of recommendations in all reports | Ongoing throughout business year | All recommendations followed up. Maintained or improved rates of acceptance and implementation of recommendations as assessed during all inspections | HMDCIP, team leaders, publications manager |
| 8. Efficiently produce an annual report each year that draws attention and action to the main themes arising from the Inspectorate's work and provides a transparent account of our work and use of resources. | | | |
| 8.1 Publish an annual report, including financial reports, for April 2013 to March 2014. | Published by end October 2014 | Delivered to time and quality [measured by HMCIP endorsement] | HMCIP, Head of RD&T, publications manager |
| 8.2 Produce and agree project plan for April 2014 to March 2015 annual report. | By end March 2015 | Delivered to time and quality [measured by HMCIP endorsement] | HMCIP, Head of RD&T, publications manager |
| 9. Ensure the evidence from inspections and thematic reports is fed into development of penal and wider criminal justice policy and practice. | | | |
| 9.1 Carry out a comprehensive review of the Inspectorate's | By end of June 2014 | Delivered to time and quality [measured by | Head of RD&T |

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| | knowledge management and make recommendations for improving the efficiency of data storage and access. | | HMCIP endorsement] | |
| 9.2 | Respond to statutory consultations as appropriate. | Ongoing throughout business year | Maintained or increased number of consultation responses. To standard agreed by HMCIP | SPO |
| 9.3 | Publish a report on the findings from the children and young people's establishment surveys conducted during 2013/14. | Published by end October 2014 | Delivered to time and quality [measured by HMCIP endorsement] | SRO-P, J team leader |
| 10. Work with partner inspectorates to drive up purposeful activity and resettlement outcomes for prisoners. | | | | |
| 10.1 | Maintain effective working relationships with Ofsted and Estyn (Wales). | Ongoing throughout business year | Improved healthy prison assessments for purposeful activity. Positive stakeholder feedback | A team leader, inspection team leaders |
| 10.2 | Maintain effective working relationships with HMI Probation, including a targeted approach to POMI inspection that delivers a joint approach at every prison inspection. | Ongoing throughout business year | Improved healthy prison assessments for resettlement. Positive stakeholder feedback HMI Probation attendance at all prison inspections | I team leader, inspection team leaders |
| 11. Ensure the work and findings of the Inspectorate are communicated effectively and independently. | | | | |
| 11.1 | Develop a communications plan to ensure the Inspectorate's independence, work and findings are communicated appropriately to key stakeholders: ministers, parliament and policymakers; custody managers, | Produced by end September 2014 | Developed to time and quality [measured by HMCIP endorsement] | Head of Comms |

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| | commissioners and staff; detainees and their families; other criminal justice inspectorates and agencies; other relevant inspectorates and statutory bodies; relevant NGOs; relevant academics; the media. | | | |
| 11.2 | Continue to press release all major reports and respond positively to media interest where possible. | Ongoing throughout business year | Effective representation of HMI Prisons including issuing appropriate press releases for all reports and responding to relevant media requests [measured by speaking engagements, media analysis, website hits and stakeholder survey feedback] plus social media traffic | HMCIP, HMDCIP, Head of Comms |
| 12. Promote compliance with OPCAT and coordinate the NPM. | | | | |
| 12.1 | With the steering group, develop and implement a realistic and strategic programme of work for the NPM to engage and support members and promote OPCAT. | Ongoing | Delivered to time and quality as agreed [measured by HMCIP/endorsement from NPM members] | SPO |
| 12.2 | Maintain effective links with external partners, including the Human Rights Implementation Centre at the University of Bristol, the Association for the Prevention of Torture and others. | Ongoing throughout business year | Delivered to time and quality [as endorsed by HMCIP/members of the NPM] | SPO |
| 12.3 | Engage effectively with the Subcommittee on Prevention of Torture and the European Committee for the Prevention of Torture. | Ongoing throughout business year | Delivered to time and quality [as endorsed by HMCIP]. Positive feedback from the Subcommittee for the | HMCIP, SPO |

| | | Prevention of Torture | | |
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| 12.4 | Produce an NPM 2014/15 annual report. | By end December 2014 | Delivered to time and quality [as endorsed by HMCIP/members of the NPM] | SPO |
| 12.5 | Raise awareness of the UK NPM and share experience with other NPMs and Inspectorates. | Ongoing throughout business year | Delivered to time and quality [as endorsed by HMCIP]. Positive feedback from other NPMs and Inspectorates | SPO |
| 12.6 | Continue to ensure HMIP's own work is OPCAT-compliant. | Ongoing throughout business year | Measured in line with SPT self-assessment tool | SPO |
| 12.7 | Hold a conference to mark the five years since the designation of the UK NPM, to review and promote its work. | By end April 2014 | Delivered to time and quality [as endorsed by HMCIP]. Positive feedback from other NPMs and Inspectorates | SPO |

OBJECTIVE 3: An accountable Inspectorate

We will manage our resources efficiently and undertake our work in a professional manner. We will be able to account for our performance and will create an Inspectorate that is fit to deliver its purpose.

| KEY DELIVERABLE | TIMESCALE | MEASURE | FUNCTION LEAD |
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| 13. Review our arrangements with the Ministry of Justice to ensure our independence is recognised, there is appropriate accountability to the relevant secretaries of state and parliament, and the Inspectorate receives efficient and appropriate support services. | | | |
| 13.1 Participate in the UK and Ireland Statutory Inspectors forum and develop a common understanding of independence and accountability issues. | Ongoing throughout business year | Delivered to time and quality [as endorsed by HMCIP] | HMCIP |
| 13.2 Develop the Inspectorate's relationship with the Justice Select Committee. | Ongoing throughout business year | Delivered to time and quality [as endorsed by HMCIP] | HMCIP, SPO |
| 14. Develop, consult on and publish an annual business plan and regular strategic plans. | | | |
| 14.1 Produce and consult on a business plan for HMI Prisons 2015/16, which accords with the equivalent plans of the CJCIG. | Published by end March 2014 | Delivered to time and quality [as endorsed by HMCIP] | HMDCIP, Head of RD&T, HIS |
| 14.2 Produce and consult on a new corporate/strategic plan for HMI Prisons for 2015/18. | Published by the end of March 2014 | Delivered to time and quality [as endorsed by HMCIP] | HMDCIP, Head of RD&T, HIS |
| 15. Strengthen management information and performance systems. | | | |
| 15.1 Ensure staff have clear work and development plans linked to the required competencies and with clear, measurable objectives linked to the Inspectorate's business and strategic plans. | By end May 2014 | All staff have work and development plans. Improved staff responses from internal communications survey | HMDCIP, team leaders |
| 15.2 Undertake and review survey feedback from stakeholders, staff and inspected | By end of November 2014. | Accurate and relevant data being used in our planning | Head of RD&T |

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| establishments. | | processes. | |
| 16. Strengthen editorial and quality control processes. | | | |
| 16.1 | Review report tracking and timeliness and quality alerts systems. | Ongoing throughout business year | Maintained or improved report timeliness and quality HMDCIP, publications manager |
| 16.2 | Maintain the primary focus of HMCIP, HMDCIP and team leaders on inspections and reports. | Ongoing throughout business year | Maintained HMCIP/HMDCIP/ team leader attendance on inspections and involvement in report production HMCIP, HMDCIP |
| 17. Review our methodology and inspection guidance to ensure best practice and continuous improvement. | | | |
| 17.1 | Maintain the adult and young adults' prisons inspection manual and pre-inspection pack. | Ongoing | Delivered on time and to quality [as endorsed by HMCIP] SRO-M |
| 17.2 | Develop inspection manuals or incorporate as annexes to existing manuals for: <ul style="list-style-type: none"> children and young people's establishments, including STCs immigration detention. | By end March 2015 | Delivered on time and quality [as endorsed by HMCIP] SRO-M |
| 18. Meet our responsibilities under the Public Sector Equality Duty 2010. | | | |
| 18.1 | Maintain a diversity committee chaired by the Chief Inspector to provide leadership and coordination of work on diversity issues across the Inspectorate. | Every four months throughout business year | Maintained or improved feedback from staff diversity survey and stakeholder survey HMCIP |
| 18.2 | Plan and incorporate equality impact assessments into the main elements of this strategic plan. | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP] HMCIP, HMDCIP, Head of RD&T |
| 18.3 | Review and improve how we monitor the Inspectorate's | Ongoing | Improved diversity of staff and internal HIS |

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| | recruitment, other personnel matters and inspection activity, with results published. | | monitoring systems. Results published on time | |
| 18.4 | Ensure thematic inspections address equality issues. | Ongoing throughout business year | Improved feedback from stakeholder survey | HMCIP, SRO-P |
| 18.5 | Maintain a systematic programme of staff briefing and training on equality issues as part of development days. | Ongoing | Improved feedback from stakeholder survey. | HMCIP |
| 18.6 | Ensure any advisory structures provide expertise on equality and diversity issues. | March 2015 | Delivered on time and quality [as endorsed by HMCIP] | HMCIP |
| 19. Meet our responsibilities under the Freedom of Information Act. | | | | |
| 19.1 | Ensure the Inspectorate can respond in full to any freedom of information request and ensure staff are aware of their responsibilities in this area. | Ongoing | FOI requests responded to on time and quality [as endorsed by HMCIP] | HIS |
| 20. Establish external advisory board. | | | | |
| 20.1 | Agree draft terms of reference and role of advisory function which may include audit, CI peer review, advice on Expectations and thematic topics. | Ongoing through the business year | Improved governance and consultation structures, delivered on time [as endorsed by HMCIP] | HMCIP |
| 20.2 | Recruit members of the advisory board. | By the end March 2015 | The board is established and operating effectively | HMCIP |

OBJECTIVE 4: A capable Inspectorate

We will be a multidisciplinary, values-based organisation committed to equipping our staff with the skills they need to fulfil our purpose. We will use our resources efficiently to maximise our ability to inspect and improve treatment and conditions for detainees.

| KEY DELIVERABLE | TIMESCALE | MEASURE | FUNCTION LEAD |
|--|----------------------------------|--|------------------------|
| 21. Relaunch the Inspectorate's recruitment and selection process to recruit staff from diverse backgrounds who meet our competency requirements. | | | |
| 21.1 Produce a consistent, written Inspectorate-specific recruitment procedure and documentation. | By end April 2014 | Delivered on time and quality [as endorsed by HMCIP]. Improved recruitment of staff from diverse backgrounds | HMCIP, HIS |
| 21.2 Update the vacancy section on the Inspectorate website. | Ongoing | Delivered on time and quality [as endorsed by HMCIP] | Head of Communications |
| 21.3 Ensure a reasonable skill mix on each inspection team and ensure the recruitment of capable inspectors while encouraging the regularisation of employment status among staff. | Ongoing throughout business year | Even balance achieved and maintained on each inspection team and the majority of inspectors employed on a permanent basis, [as endorsed by HMCIP]. Improved feedback from staff diversity survey | HMDCIP |
| 21.4 Maintain a pool of capable fee-paid associate inspectors. | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP] | HMDCIP |
| 21.5 To review contracts for associate/fee paid staff. To clarify legal requirements in respect of employment status and mutual expectations and obligations on the part of HMIP and associate staff | By the end of April 2015 | Delivered on time and quality [as endorsed by HMCIP] | HIS, Head of P team |
| 22. Review and develop staff induction, development, support and performance management processes. | | | |

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| 22.1 | Maintain, review and keep updated an induction process based on the individual that equips all staff to meet the competencies required of their role. | Ongoing | Delivered on time and quality [as endorsed by new staff and line manager feedback] | HMDCIP, HIS, team leaders |
| 22.2 | Ensure all staff, including associate staff, receive regular in-year feedback including individual supervision. Employed staff receive annual appraisals in accordance with the PMR system. | Ongoing throughout business year | Delivered on time and quality. Improved feedback from internal staff communications survey | HMDCIP, team leaders |
| 22.3 | Develop annual training and development plans for individuals, teams and the Inspectorate that reflect issues arising from supervision and appraisals and link to strategic and business plan objectives. | By end of May 2014 | Development plan produced for individuals, teams and the Inspectorate. Training delivered on time and quality. Improved feedback from internal staff communications survey | HMDCIP, team leaders, HIS |
| 23. Undertake and implement a review of the Inspectorate's structure and management roles. | | | | |
| 23.1 | To undertake review of the inspection support function and ensure all 'back office' and support services are fit for purpose. | By the end of April 2014 | Delivered on time and quality [as endorsed by HMCIP] | HMDCIP, HIS |
| 23.2 | Review criteria for policy forums. | By end of March 2015 | Delivered on time and quality [as endorsed by HMCIP]. Successful implementation of strategic and business plan objectives | HMCIP, SPO |
| 24. Improve internal communications. | | | | |
| 24.1 | Maintain whole Inspectorate | Every two months | Delivered on time and | HMDCIP, Head of |

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| | development meetings in which all staff have an opportunity to actively participate. | throughout business year | quality [as endorsed by HMCIP]. Maintained or improved staff communications survey responses | RD&T |
| 24.2 | Ensure all staff, including associate staff, attend structured, minuted team meetings held at least every two months. | Ongoing throughout business year | Delivered on time and quality. Improved staff communications survey responses | HMCIP, team leaders |
| 24.3 | Maintain a weekly Monday briefing meeting that logs significant internal and external activity and circulate key items from this to all staff. Circulate the monthly programme highlight report to all staff. | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP]. Improved staff communications survey responses | HMCIP, PS-HMCIP |
| 25. Review the role of inspection support staff. | | | | |
| 25.1 | Maintain relationship between inspection support staff and inspection teams | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP] | HMCIP, HIS |
| 26. Negotiate improvements in back office services provided by the Ministry of Justice or alternative arrangements. | | | | |
| 26.1 | Escalate shortcomings in IT performance and work with other Ministry of Justice arms lengths bodies to achieve improvement. | Ongoing throughout business year | Concerns flagged with other Ministry of Justice arms lengths bodies to time. Actions for improvement implemented as agreed. Improved staff communications survey responses | HMCIP, HIS |
| 26.2 | Ensure protocols with Ministry of Justice deliver HR and IT services fit for the Inspectorate's needs. | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP]. Improved staff communications survey responses | HMCIP, HIS |

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| 27. Manage risks effectively. | | | | |
| 27.1 | Maintain and keep under review a strategic risk register. | Ongoing throughout business year | Delivered on time and quality [as endorsed by HMCIP]. Risks effectively identified and mitigated | HMDCIP, HIS, team leaders |
| 27.2 | Conduct a health and safety review and implement any necessary improvements. | Review completed quarterly | Delivered on time and quality [as endorsed by HMCIP] | HMDCIP, HIS, team leaders |
| 27.3 | Conduct a review of arrangements for handling personal data securely and implement any necessary improvements. | Review completed annually | Delivered on time and quality [as endorsed by HMCIP] | HMDCIP, HIS, team leaders |
| 27.4 | Conduct a review of contingency plans and implement any necessary improvements. | Review completed quarterly | Delivered on time and quality [as endorsed by HMCIP] | HMDCIP, HIS, team leaders |

HM Inspectorate of Prisons is a member of the UK's National Preventive Mechanism, a group of organisations which independently monitor all places of detention to meet the requirements of international human rights law.

