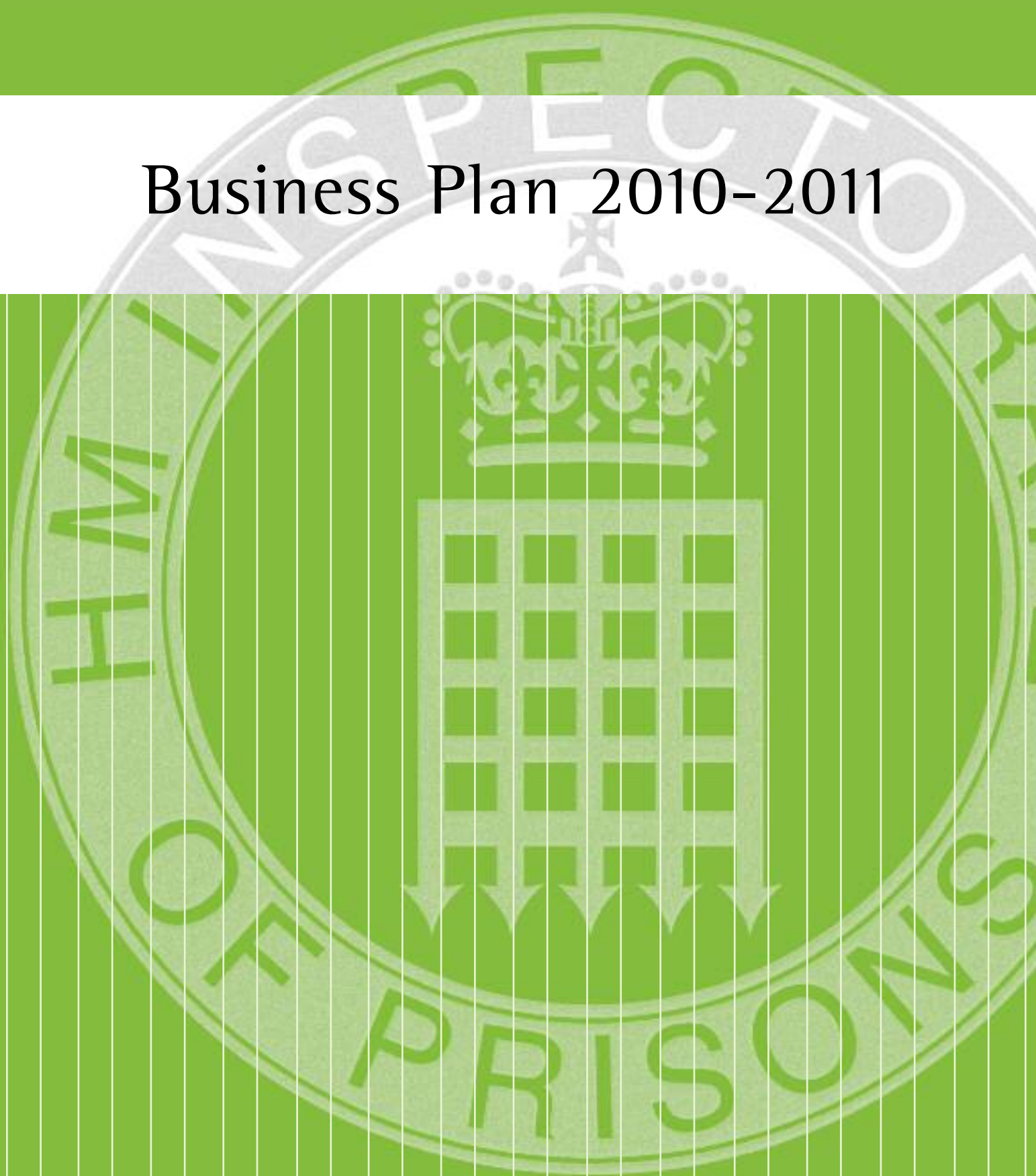




HM Inspectorate of Prisons

# Business Plan 2010-2011





# Contents

- 2 Statement of purpose
- 2 Our values
- 2 Role and function of the Prisons Inspectorate
- 4 Key objectives
- 5 Business plan 2010–2011
- 13 Allocation of inspection hours and source of funding 2010–2011

## **Appendices**

- 15 Appendix 1: Communications strategy 2010–2011
- 19 Appendix 2: Training plan 2010–2011

# Statement of purpose

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

## Our values

- Independence, impartiality and integrity are the foundations of our work.
- Respect for human rights underpins our expectations.
- The experience of the detainee is at the heart of our inspections.
- 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.
- We embrace diversity and are committed to ensuring the equality of outcomes for all.

## Role and function of the Prisons Inspectorate

HM Chief Inspector of Prisons (HMCIPI) has a statutory duty to provide independent inspection of all prisons and young offender institutions in England and Wales. HMCIPI also has a statutory responsibility to provide independent inspection of all immigration removal centres, immigration short-term holding facilities and immigration escort arrangements in England, Wales and Scotland. HMCIPI's principal task is to report directly to the relevant Secretary of State on the treatment of and conditions for prisoners and other detainees, and to report on such other matters as the relevant Secretary of State may require.

In addition, the Inspectorate undertakes, by invitation, inspections of prisons and young offender institutions in Northern Ireland, the Channel Islands, the Isle of Man and certain other jurisdictions. It is also routinely invited to inspect the Military Corrective Training Centre in Colchester and the Sovereign Base Areas in Cyprus.

The Inspectorate undertakes a five-year cycle of full inspections of prisons and a three-year cycle of full inspections of establishments holding juveniles and immigration removal centres. These cycles are supplemented by unannounced follow-up inspections, which are resourced and conducted on the basis of risk assessment, to measure progress on previous recommendations and/or to explore issues of particular concern.

All full inspections and most short inspections are conducted jointly with other relevant inspectorates, including the Office for Standards in Education, the Care Quality Commission, the Dental Practice Division of the NHS Business Services Agency and the Royal Pharmaceutical Society of Great Britain (or territorial equivalents, including Estyn (Wales), Healthcare Inspectorate Wales, Regulation and Quality Improvement Authority (Northern Ireland), Education and Training Inspectorate (Northern Ireland) and HM Inspectorate of Education (Scotland)). In addition, offender management in prisons and young offender institutions is inspected jointly with HM Inspectorate of Probation.

Custodial inspections have a well-established methodology that enables assessments of establishments to be made against published criteria or *Expectations*. Judgements are informed by triangulating rigorous surveys of service recipients, interviews with service recipients and providers, documentary analysis and observation. Inspections go beyond audit to assess tangible outcomes for prisoners and detainees. 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. Reports are published to a tight timetable and set out evidence-based findings and recommendations for improvement. Each year the Inspectorate undertakes a small number of thematic reviews, looking at various establishments to explore issues that cut across the prison, young offender or immigration removal estate in order to assist policy development.

The Inspectorate's indicative inspection programme for 2010–11, together with a description of the overarching inspection framework, was the subject of formal statutory consultation under the terms of the Police and Justice Act 2006 and agreed by respective ministers.

As well as joint work carried out as part of full prison inspections, the Inspectorate also works closely with the four other criminal justice inspectorates – HM Inspectorates of Probation, Constabulary, Crown Prosecution Service and Courts Administration – to inspect independently the effectiveness of the criminal justice system. This work can be found under key objectives 3 and 5. Accordingly, this plan should be read in conjunction with a separate business plan covering joint criminal justice inspection to be carried out in 2010–11 that has been produced simultaneously by the five inspectorates, and which has been the subject of formal statutory consultation under the terms of the Police and Justice Act 2006. The most substantial areas of joint work with other criminal justice inspectorates are the programmes of inspection of police custody with HM Inspectorate of Constabulary, and offender management with HM Inspectorate of Probation.

The Inspectorate provides the secretariat and coordinating function for the United Kingdom's national preventative mechanism established under the Optional Protocol to the United Nations Convention Against Torture (OPCAT), which requires the regular independent inspection of all places of detention.

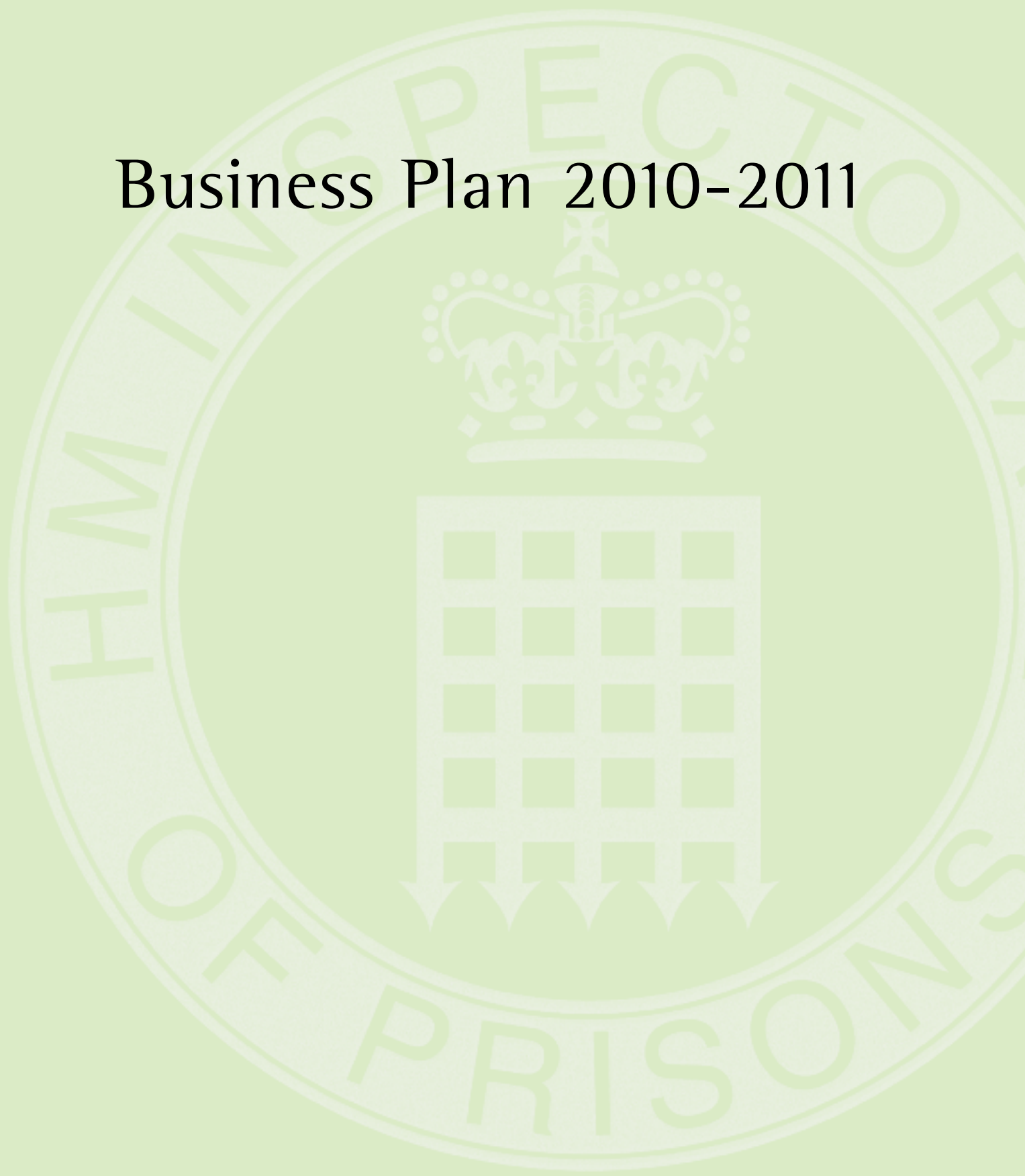
This business plan is divided into five key objectives reflecting the core and supporting activities of the Inspectorate. Under each objective, clear and time-bounded deliverables are identified, together with quality measures and accountabilities. Resources are allocated in terms of inspection hours, defined by an agreed criminal justice inspectorate methodology, which in turn can be translated into cost per inspection hour for each deliverable within the plan. This plan will be reviewed quarterly to assess progress.

# Key objectives

- 1 Effectively inspect and report on the treatment of prisoners and detainees, and the conditions in which they are held.
- 2 Contribute to policy, practice and performance debates concerned with the treatment and conditions of prisoners, and other detainees.
- 3 Deliver effective joint work with other inspectorates, as required by the respective Secretaries of State.
- 4 Refine the efficiency and effectiveness of the inspection process.
- 5 Ensure effective single and joint criminal justice strategic planning and consultation.

HM Inspectorate of Prisons

# Business Plan 2010-2011



# Business Plan 2010–11

**OBJECTIVE 1:** Effectively inspect and report on the treatment of prisoners and detainees, and the conditions in which they are held.

KEY DELIVERABLE	MEASURE	FUNCTION LEAD	PROGRESS
1 Undertake 22 full announced, six full unannounced, eight unannounced full follow-up and 22 unannounced short follow-up inspections of prisons or YOIs, including five extra-jurisdiction inspections.	Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey].	Team leaders	
2 Undertake one full announced, two full unannounced, one unannounced full follow-up and five unannounced short follow-up inspections, plus a number of targeted inspections to be agreed with the YJB, of establishments holding children and young people.	Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey].	J team leader	
3 Undertake three full announced, two unannounced full follow-up and two unannounced short follow-up inspections of immigration removal centres.	Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey].	I team leader	
4 Undertake two unannounced inspections of residential short-term holding facilities, nine unannounced inspections of non-residential short-term holding facilities, and three unannounced escort inspections.	Inspections delivered to time and quality [measured by HMCIP/HMDCIP and exit survey].	I team leader	
5 Ensure the production and publication of high quality, timely and effective reports.	Inspection delivered to protocol timetables and maintained or improved responses to the 2010–11 stakeholder survey.	Team leaders/ HMCIP/HMDCIP/ publications manager	



6	Enable public assurance about places of custody by ensuring effective publication and publicity for all inspection reports.	Effective representation of HMI Prisons, including issuing appropriate press releases for all reports and responding to relevant media requests [measured by speaking engagements, column inches, media analysis and stakeholder survey feedback, etc].	HMCIP/HMDCIP/ press officer
7	Ensure, through effective inspection, improvements in performance of places of custody, specifically in the conditions and treatment of prisoners and detainees.	Maintained or improved rates of acceptance and implementation of recommendations as assessed in follow-up inspections.	Head of R,D&T

**OBJECTIVE 2:** Contribute to policy, practice and performance debates concerned with the treatment and conditions of prisoners and other detainees.

KEY DELIVERABLE	MEASURE	LEAD	PROGRESS
1	Undertake one full and one short thematic concerning the detention of children and young people after consultation with the YJB. Fieldwork to be completed by end December 2010.	Delivered to time and quality [measured by HMCIP endorsement].	J team leader/head of R,D&T
2	Undertake two short thematics on short-sentence and remand prisoners, and the impact of efficiency savings on the outcomes for prisoners.	Delivered to time and quality [measured by HMCIP endorsement].	Head of R,D&T
3	Undertake an annual survey of the children and young people's prison estate on behalf of the YJB.	Delivered to time and quality [measured by HMCIP endorsement].	Head of R,D&T

4	Produce a report on the findings from the children and young people's surveys carried out during 2009–10 for publication by December 2010.	Delivered to time and quality [measured by HMCIP endorsement].	Head of R,D&T
5	Produce an annual report, including financial reports, for publication by March 2011.	Delivered to time and quality [measured by HMCIP endorsement].	Publications manager/ nominated inspectors and researchers
6	Provide appropriately independent contributions to particular policy debates identified by the Chief Inspector regarding the treatment and conditions of detainees.	Delivered to time and quality [measured by HMCIP/HMDCIP/and stakeholder endorsement].	Senior policy officer

**OBJECTIVE 3:** Deliver effective joint work with other inspectorates, as required by the respective Secretaries of State.

KEY DELIVERABLE	MEASURE	LEAD	PROGRESS
1	Jointly with HMIC, conduct 15 inspections of police custody suites and publish timely reports.	Delivered to time and quality [as endorsed by HMCIP/HMCIC, plus exit and stakeholder surveys].	HMDCIP/ P team leader
2	Jointly with HMI Probation, inspect offender management in custody during 20 full announced inspections.	Delivered to time and quality [as endorsed by HMCI Prisons/HMCI Probation, plus exit and stakeholder surveys].	Specified team leader
3	Contribute to the fourth joint Chief Inspectors' review of safeguarding children led by Ofsted according to the agreed deadlines.	Delivered to time and quality [as endorsed by the joint Chief Inspectors].	HMDCIP/ J team leader

4	Scope the development of criteria and methodology for the joint inspection of secure training centres with Ofsted by end September 2010.	Delivered to time and quality [measured by sign off by HMCIP and HMCI Ofsted].	J team leader/head of R,D&T
5	Contribute to Comprehensive Area Assessments led by the Audit Commission as agreed by protocol.	Delivered to time and quality [measured by sign off by HMCIP and Audit Commission].	HMDCIP/head of R,D&T
6	Contribute to the joint CJS inspections of women offenders and public protection.	Delivered to time and quality [as endorsed by CICJ].	Head of R,D&T
7	Provide an advisory contribution to the following joint CJS inspections: <ul style="list-style-type: none"> <li>• information flows</li> <li>• IYO (inspection of youth offending) thematics.</li> </ul>	Delivered to time and quality [as endorsed by CICJ].	Head of R,D&T
8	Complete an agreed programme of joint work for 2010–11 with the Chief Inspector of UKBA by the end March 2011.	Delivered to time and quality [as agreed by HMCIP and CIUKBA].	HMDCIP/I team leader
9	Put in place protocols to ensure effective joint work with appropriate health and education inspectorates, including a protocol with the CQC by May 2010 and a revised protocol with Ofsted by September 2010.	Delivered to time and quality [as endorsed by HMCIP and respective Chief Inspectors].	HMDCIP/I team leaders
10	Provide the coordination for the United Kingdom’s national preventative mechanism under the Optional Protocol to the United Nations Convention Against Torture, including the production of an annual report by March 2011.	Delivered to time and quality [as endorsed by members of the national preventative mechanism].	HMCIP/HMDCIP/ senior policy officer

**OBJECTIVE 4:** Refine the efficiency and effectiveness of the inspection process.

KEY DELIVERABLE	MEASURE	LEAD	PROGRESS
1 Publish a manual for the joint inspection of police custody by December 2010.	Delivered to time and quality [measured by policy board endorsement].	Head of R,D&T	
2 Finalise the criteria and methodology for the inspection of military detention in Afghanistan by June 2010.	Delivered to time and quality [measured by HMCIP endorsement].	HMCIP/HMDCIP/ team leaders/head of R,D&T/senior policy officer	
3 Revise <i>Expectations</i> for the inspection of the Military Corrective Training Centre by March 2011.	Delivered to time and quality [measured by HMCIP endorsement].	HMDCIP/ inspection team leader/head of R,D&T	
4 Revise the learning and skills and work, and resettlement sections of adult <i>Expectations</i> and reference the health services expectations against new healthcare regulations by March 2011.	Delivered to time and quality [measured by HMCIP endorsement].	HMDCIP/head of R,D&T	
5 Hold a minimum of six bi-monthly staff development days.	Delivered to time and quality [measured by positive staff feedback via evaluation forms].	HMDCIP	
6 Review the three-strand diversity scheme (race, gender, disability) by May 2010 and incorporate any required changes arising from the Equalities Act 2010.	Delivered to time and quality [measured by policy board endorsement].	Diversity manager/head of R,D&T	
7 Implement the Inspectorate's communications strategy by March 2011.	Delivered to time and quality [measured by improved responses to 2010 communications survey endorsement].	HMDCIP/head of R,D&T/head of admin	
8 Produce a draft efficiency plan by September 2010 and implement by November 2010 to ensure that the Inspectorate lives within available resources.	Delivered to time and quality [measured by policy board agreement and delivery of necessary efficiencies].	Head of admin	

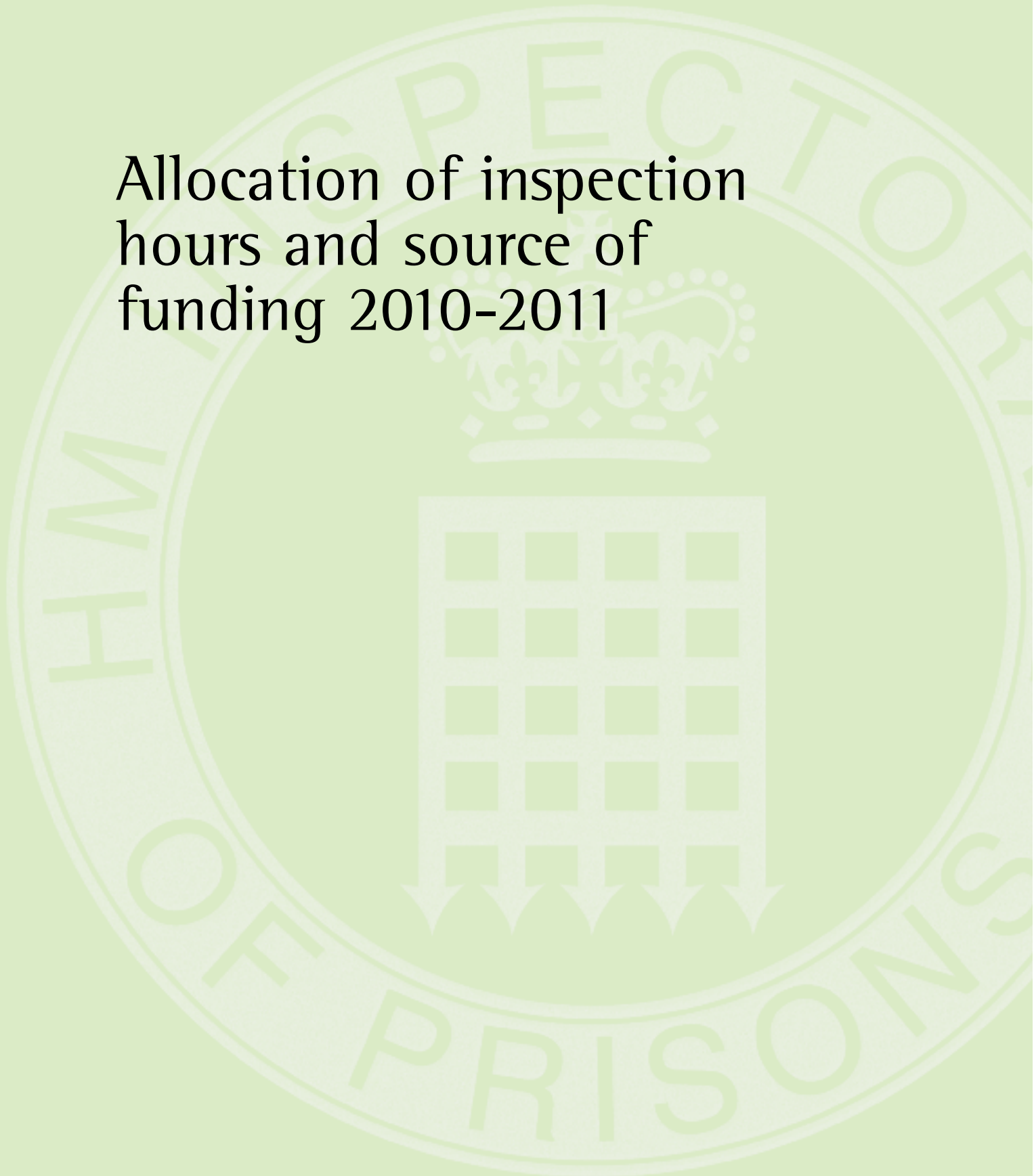
**OBJECTIVE 5:** Ensure effective single and joint criminal justice strategic planning and consultation.

<b>KEY DELIVERABLE</b>	<b>MEASURE</b>	<b>LEAD</b>	<b>PROGRESS</b>
1 Produce a draft strategic plan for HMIP 2011–14 by December 2010.	Delivered to time and quality [as endorsed by HMCIP].	HMDCIP	
2 Produce a business plan for HMIP 2011–12 by end March 2011, which accords with the equivalent plans of the CJCIG.	Delivered to time and quality [as endorsed by HMCIP].	HMDCIP	
3 Develop existing joint business planning and support structures for joint work with other CJS inspectorates.	Delivered to time and quality [measured by endorsement of Chief Inspectors and ministers].	HMDCIP	
4 Develop joint inspection products as specified by CJCIG.	Delivered to time and quality [measured by endorsement of Chief Inspectors].	HMDCIP/Head of R,D&T	
5 Devise and consult formally, as required by the Justice and Police Act 2006, on a HMI Prisons 2011–12 inspection programme and inspection framework, dovetailing with the simultaneous consultation on the joint CJS business plan 2011–12.	Delivered to time and quality [measured by endorsement of Chief Inspectors].	HMDCIP	

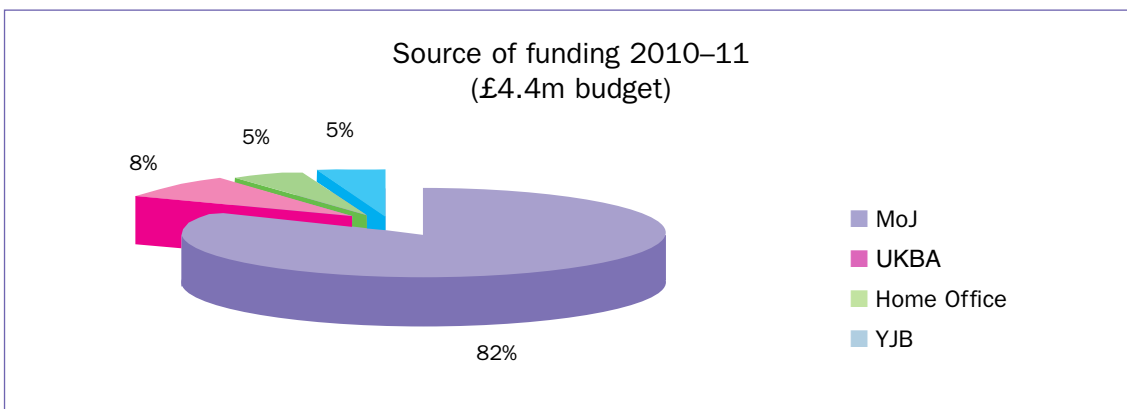
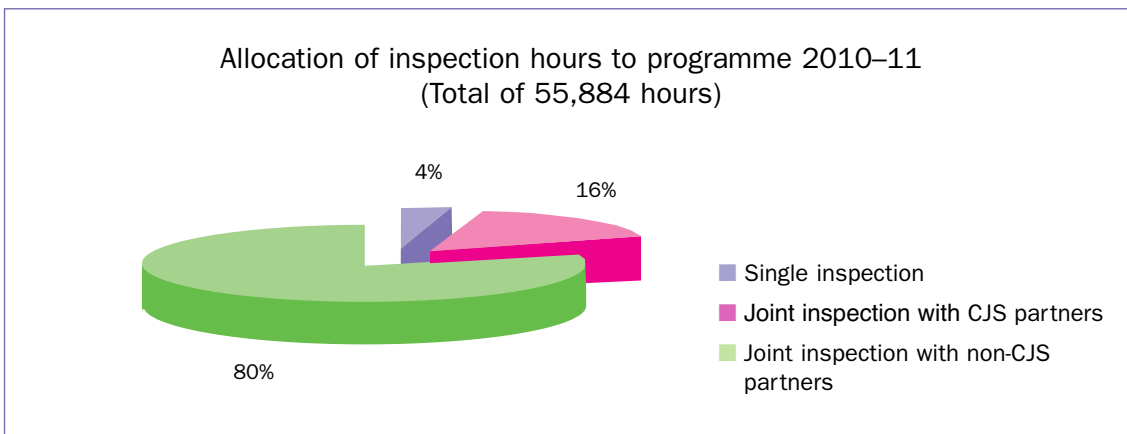
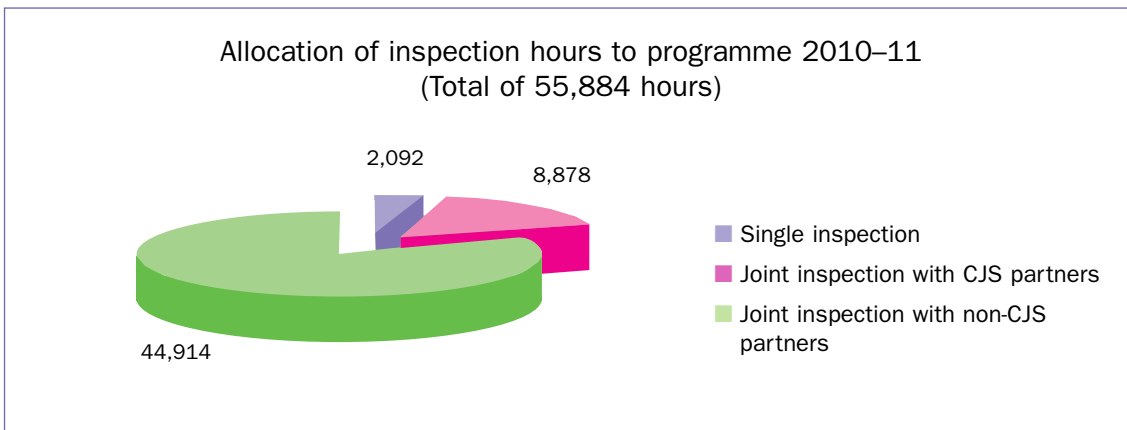


HM Inspectorate of Prisons

# Allocation of inspection hours and source of funding 2010-2011



Total budget 2010–11 = £4.4million  
 Total number of inspection hours available  
 2010–11 = 55,884 hours  
 Cost per inspection hour 2010–11 = £80.09

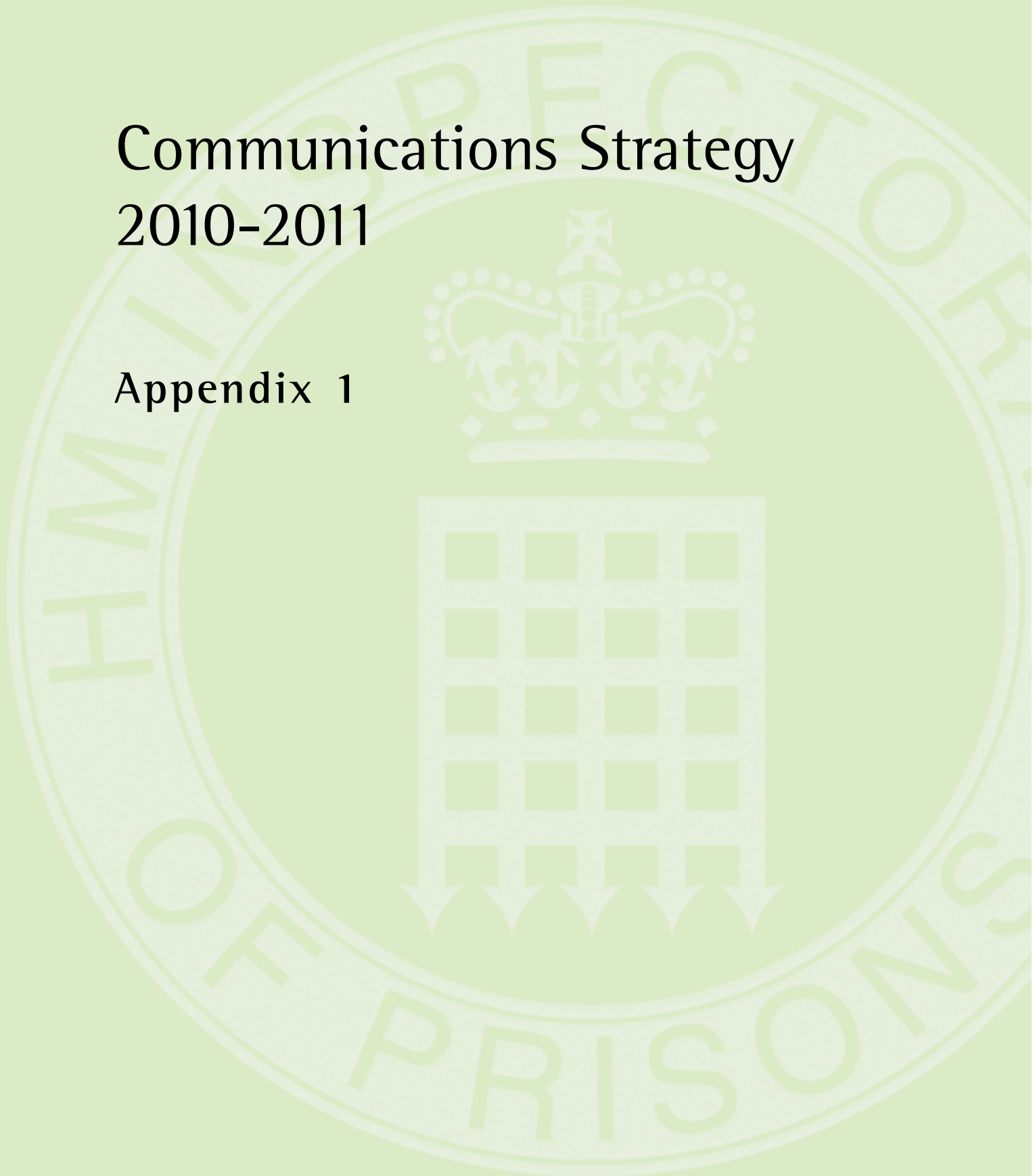




HM Inspectorate of Prisons

# Communications Strategy 2010-2011

Appendix 1



## Methodology

This section describes the three key methods of information gathering that we employ to get feedback from staff members and external stakeholders on our methods of communication. The feedback from each of these intelligence sources has been incorporated into the action plan, which forms the basis for our communication strategy 2010–11.

### Stakeholder survey (SS)

The stakeholder survey is a method of gaining feedback from our stakeholders on the content and format of our published inspection reports. The stakeholder survey is an annual survey. In November 2009, the stakeholder survey was distributed to 308 stakeholders. In total, 148 questionnaires were returned – a response rate of 48%.

### Exit survey (ES)

The purpose of the exit survey is to obtain feedback from establishments on inspection methodology from pre-inspection preparation through to the end of the inspection. Exit surveys are distributed to the governor, to include feedback from the senior management team, to the head of learning and skills and to the liaison officer on the final day of all inspection visits. Responses are requested within a week of distribution and non-responses are followed-up. Feedback is collated centrally and specific feedback from each inspection is passed to the relevant inspection team leader for quality assurance purposes. The results used here are based on 149 exit feedback forms received between 2 December 2008 and 9 November 2009.

### Internal questionnaire (IQ)

The purpose of the internal questionnaire is to identify areas in need of improvement in our internal communications. In November 2009, the internal questionnaire was distributed to all 55 permanent and contract staff employed by the Inspectorate at that time. A total of 41 questionnaires were returned; a 75% response rate.

## Results

The evidence from the surveys listed above supports the need for a communication infrastructure that will effectively support our core business. The action plan detailed below outlines how this will be achieved in 2010–11.

## Action plan

<b>Ref.</b>	<b>Recommendation</b>	<b>Lead</b>
SS	Ensure there is a clear distinction in the way split-site inspection findings are reported.	HMCIP, HMDVIP, inspection team leaders and editors
SS	Cross-reference recommendations to the relevant paragraphs in the report.	Inspectors and editors
SS	Include quotes/comments from detainees and others in the body of the report, where appropriate.	HMCIP, HMDVIP, inspection team leaders and inspectors
SS	Ensure all key stakeholders receive a copy of published reports.	Head of admin
SS	Work to reduce the delays in report publication.	Publications manager

ES	Ensure the timing of inspection does not cause undue burden on the inspected body.	HMDCIP
ES	Ensure only necessary documentation is requested for inspection and that repeated requests are kept to an absolute minimum.	Inspection team leaders and inspectors
ES	Maintain daily briefings and inform functional heads that additional feedback may be presented at the final debrief.	Inspection team leaders and inspectors
IQ	Use work-issue laptops and secure email addresses for all work correspondence.	All staff
IQ	Use most appropriate method of communication with colleagues and respond within realistic deadlines.	All staff
IQ	Update central record of annual leave and set up out-of-office reply.	All staff
IQ	Provide training in how to use the shared drive on induction and on request, supported by an updated list of shared drive locations.	Head of admin
IQ	Provide website access to inspection reports on publication.	Publications manager
IQ	Investigate whether the website search function can be improved.	Publications manager
IQ	Provide notification of externally advertised HMI Prisons vacancies in the e-bulletin and on the website.	Head of admin
IQ	Provide new venue for development days and introduce a regular development day forum for teams to share knowledge.	HMDCIP and head of research, development and thematics
IQ	Attend all development days with formal apologies if unavailable.	All staff
IQ	Hold frequent team meetings and one-to-one meetings with staff.	Team leaders
IQ	Distribute minutes of all internal meetings to all staff.	HMCI, HMDCIP and head of admin

## Monitoring and reviewing

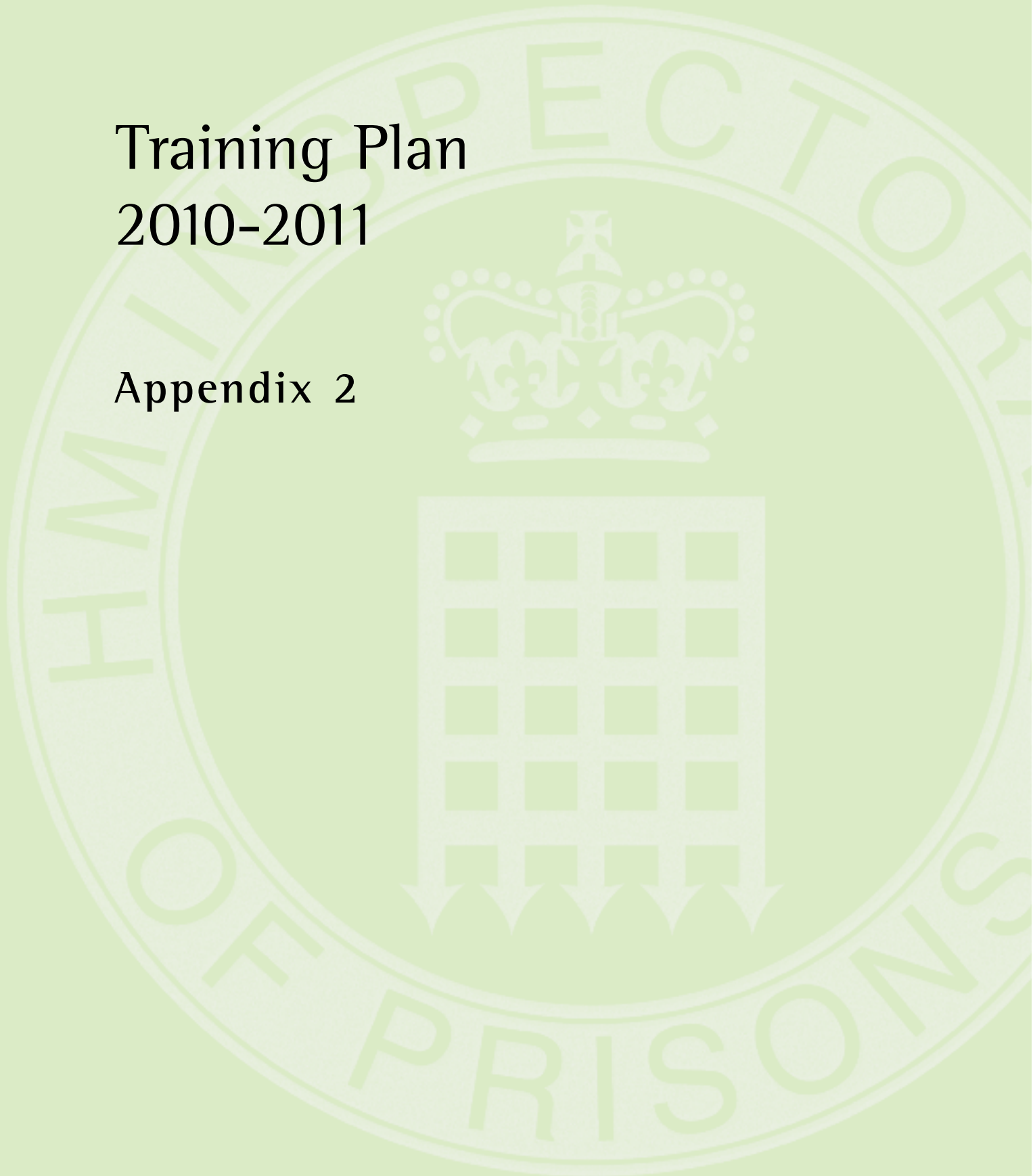
It is anticipated that the action plan will lead to improvements in communications both internally and externally. Monitoring of progress will take place throughout the year. Evaluation of improvements will be provided through the exit surveys and the re-issuing of the stakeholder survey and internal questionnaires at the end of the calendar year. On the basis of the evidence from the surveys, the communications strategy will be reviewed and updated for 2011-12.



HM Inspectorate of Prisons

# Training Plan 2010-2011

Appendix 2



## Training needs

The Inspectorate requires staff to be appropriately trained to carry out their duties in an effective and credible way.

Some mandatory Inspectorate-wide training has been identified. Assessment of individual training needs should be carried out in conjunction with team leaders as part of the 2010–11 performance management round.

We will:

- ensure individual training needs are routinely assessed and action monitored by all line managers
- have mandatory training clearly identified by the policy board
- maintain a balance between training demands on the Inspectorate and the staff resources available.

We also recognise that a significant amount of learning and training is achieved on the job and through informal coaching and feedback that team members and leaders provide to one another, and in particular to new colleagues. This is every bit as important as attending classroom courses.

## Training priorities

The Inspectorate-wide training priorities to be addressed in Inspectorate development days and for completion by March 2011 cover the following areas:

- report writing, including feedback from editors
- current pressures on prisons
- new working practices in Ofsted
- changes in delivery of health services
- work of the Prisons and Probation Ombudsman
- key policy areas
- internal inspection methodology, including progress with POMI
- review of induction
- how to complete admin tasks, such as travel and subsistence forms.