



HM Inspectorate of Prisons

Corporate Plan
2012/13 to 2014/15

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Foreword

This is the first corporate plan the Inspectorate of Prisons has produced. It sets out our strategy for the period 2012/13 to 2014/15 and our business plan for the year 2012/13.

We have had very positive feedback about our work to date and responses to our statutory consultation process have endorsed our future direction set out here. The strategy aims to safeguard the independent, human rights-based and outcome-focused approach that our stakeholders value. At the same time, it aims to ensure the Inspectorate responds effectively to the challenging policy and economic climate in which both we and the bodies we inspect operate, and that we maintain the quality of our work while the remit of our organisation continues to grow.

The Inspectorate is a small organisation and we need to be quick on our feet. 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 2012

1. Introduction

1.1 This document summarises HM Inspectorate of Prisons' (HMI Prisons') proposed strategic plan for the period 2012/13 to 2014/15 and the business plan for the first year of that period (2012/13).

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 then broken down into a number of strategic tasks. The strategy sets out our strategic risks and funding assumptions. A detailed business plan for 2012/13 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 policy makers and watchers on likely changes in our external environment. Feedback has been very positive. Summaries of staff, inspection exit and stakeholder surveys are available.

1.4 The draft strategic and business plan was 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 detainees and the conditions in which they are held. The Chief Inspector jointly inspects police custody with HM Chief Inspector of Constabulary 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 will be extended to court custody and, jointly with HM Chief Inspector of Constabulary, customs custody. 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. Discussions are underway concerning the inspection of Secure Training Centres (STCs) with Ofsted and UK detention facilities in Afghanistan.

OPCAT

2.6 HMI Prisons coordinates and forms part of the National Preventative Mechanism (NPM), by which the UK delivers its obligations as an OPCAT signatory to ensure the regular, independent and preventative 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.

3. Values

3.1 The established values of the Inspectorate are:

- 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 a 2011 staff survey, 87% 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 2011/12

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 2011/12 HMI Prisons planned to inspect 105 establishments. Depending on its type, each establishment receives a full inspection every three to six years and a short or full follow-up, depending on risk, in the intervening period.
- 4.3 Inspections are carried out against published criteria or 'Expectations'. We revised our Expectations in 2010/11 to give greater focus on the outcomes for 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. Our assessments suggest outcomes have improved between 3% and 21% over the last six years. Outcomes are least good for purposeful activity and resettlement.
- 4.4 Feedback is given at the end of an inspection and a full report of each inspection and 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 2011/12 publication exceeded the target by an average of 14 days. Inspected bodies and other external stakeholders support the Inspectorate's plans to reduce the length of its reports and the number of recommendations they contain.
- 4.5 In 2010/11 81% of recommendations were accepted, 13% partially accepted and 6% rejected. Follow-up inspections during the year recorded that 47% of recommendations were achieved, 21% partially achieved and 31% not achieved. New recommendations made at follow-up inspections are not followed up in turn when the cycle repeats.
- 4.6 In recent years we have increased the number of unannounced inspections we undertake and have sought to make our programme more responsive to risk. We will accelerate that process and aim to make our inspection programme more unpredictable and flexible. Our current team structure makes it difficult to match the size and expertise of inspection teams to the scale, complexity and risk of the inspected establishment. Quality control processes require strengthening. Feedback on short follow-up inspections is less positive than for other inspection types. Inspections of diversity issues require review primarily to meet the requirements of the Equalities Act 2010.

Thematics and policy work

- 4.7 In addition to our programme of individual inspections, we also carry out thematic inspections of cross-cutting themes. Some of these are conducted jointly with other inspectorates. Prior to deciding whether to undertake a thematic inspection, scoping studies are sometimes carried out. In addition to full thematic inspections, we produce short briefing papers on issues arising from our inspection programme. In 2011/12, we contributed to 10 thematic reviews, two scoping studies and four briefing papers. We conducted eight thematic reviews and both scoping studies jointly with other inspectorates.

- 4.8 We have limited capacity to ensure our inspection findings feed into relevant statutory consultations and other policy making processes.

The National Preventive Mechanism

- 4.9 We have developed our role as coordinator of the UK National Preventive Mechanism (NPM). In light of the size and complex structure of the NPM, a steering group made up of five NPM members and chaired by HMI Prisons was established in 2011/12. Other NPM activities in 2011/12 included workshops and seminars on different topics and for different groups of members, and building relationships to share experience with other NPMs and inspectorates.

Staffing

- 4.10 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 70 staff, including full-time staff, secondees and a number of freelance specialists such as editors and health inspectors. In 2011/12 16 full-time Inspectorate staff were seconded prison governors, two were seconded from other organisations and 36 were civil servants from a range of professional backgrounds including probation, the police, social services and research. The Inspectorate is currently organised into seven specialist inspection teams, a research, development and thematic team and a support team, each headed by a team leader. These team leaders, together with the Chief and Deputy Chief Inspector, form our Policy Board, responsible for corporate management.
- 4.11 There is significant staff turnover each year and recruitment and secondment processes are slow. Processes for inducting, developing and managing the performance of staff need strengthening. Staff regard the Inspectorate's team structure as a strength but it needs to be more flexible so that work can be allocated more efficiently and fairly. Communication between teams requires improvement. Some staff feel the Inspectorate's working arrangements make it difficult to achieve an appropriate work/life balance.

Management capacity

- 4.12 The Inspectorate is a small organisation. The strong team structure is a strength 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 is limited and has not kept pace with the growth of the organisation. Management roles and structures are unclear and sometimes appear inconsistent. Procedures for controlling the quality of inspections and reports have not kept pace with the growth in our work. There was significant turnover among team leaders and other senior staff in 2011/12.

Equality

- 4.13 The organisation has a good gender and age balance but black and minority ethnic groups are under-represented among our staff. We do not systematically monitor our performance to ensure we provide equality of opportunity in our internal processes.

Accommodation

- 4.14 Most inspectors work from home when not attending an inspection. Office-based staff are accommodated in a small Ministry of Justice building in Westminster together with other Ministry of Justice-sponsored arms length bodies. The Ministry is currently reviewing its accommodation in London and is likely that the Inspectorate will need to move.

IT and social media

- 4.15 The IT services provided by the Ministry of Justice are not fit for the Inspectorate's purposes. The systems are not designed to meet the needs of a predominantly home-based and mobile workforce. Staff see the IT system as a major obstacle to working efficiently.
- 4.16 The Inspectorate's website is now incorporated within the 'Justice' website. Some external stakeholders believe this undermines our independence. We do not use social media to communicate our work.

Freedom of Information

- 4.17 The Inspectorate became subject to the Freedom of Information Act in October 2011.

Budget

- 4.18 In 2011/12, the budget for HM Inspectorate of Prisons was £4,369,220.

2011/12 Business Plan

- 4.19 A full review of our 2011/12 Business Plan will be completed in May 2012.

5. The operating context

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

- Public concern about crime is increasing.
- Pressure on the public finances will remain and the Inspectorate and inspected bodies will be required to improve performance, despite reduced budgets.
- The prison population will continue to grow to at least the level of the medium official projection.
- Ministers' policy as set out in the Legal Aid, Sentencing and Punishment of Offenders Bill 2011 will remain in place.
- The number of children and young people in custody will remain stable or will decrease. Young people will continue to be concentrated in a smaller number of often larger establishments that may be further away from their homes.
- In 2012 we expect to conclude arrangements with Ofsted to jointly inspect secure training centres.
- 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 Health and Social Care Bill 2011, if enacted, will result in the commissioning of offender health in places of detention becoming the responsibility of a national commissioning board.
- There will continue to be a complex and sensitive immigration policy environment and an ongoing reliance on detention. There will be 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 will be responsible for police custody facilities from November 2012 but police chiefs will remain responsible for operational matters.
- We will begin inspections of court custody in 2012.
- We anticipate that we will be invited to inspect military service custody facilities in 2012/13. It is not clear whether we will be invited to inspect military detention in Afghanistan.
- The Council of Europe Committee for the Prevention of Torture (CPT), the regional arm of OPCAT, will visit the UK in 2012 and will make unannounced inspections. OPCAT will increase in profile and importance.

6. Strategic themes and key elements

6.1 We have described the work we will do to ensure the Chief Inspector fulfils his mandate 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 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, our accountability processes and the work we do to develop the capability of the Inspectorate.

6.5 We will move 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 principles 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 regarding our work as well as a series of timely public reports concerning inspections of institutions. All 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 regarding 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 policy makers, 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 Preventative Mechanism.

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 agreed budget allocation through to 2013/14, with an indicative budget allocation for 2014/15. The reduction in the final year was 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 created significant efficiency savings. These savings will increase as a result of some of the measures set out in this plan. In addition, more efficient deployment of inspectors and the stringent use of cheaper travel and accommodation options have produced major savings.

	Agreed			Indicative	
	10/11	11/12	12/13	13/14	14/15
HMI Prisons core budget (£)	3,821,846	3,550,000	3,544,000	3,570,000	3,542,000
Court cells inspection addition (£)		84,000	250,000	250,000	250,000
Other departments (£)	744,000	735,000	735,000	735,000	735,000
HMI Prisons new total (£)	4,565,000	4,369,000	4,529,000	4,555,000	4,527,000

7.3 The additional monies we will receive from other government departments includes:

- UK Border Agency – £352,220
- HM Inspectorate of Constabulary – £250,000
- Youth Justice Board – £132,684 (subject to change, as we are currently negotiating a new service level agreement with the Youth Justice Board).

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		
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	Successfully introduce inspections of additional custody systems.	Y1-2
4	Establish and keep under continuous review a core set of Expectations common to all custodial settings.	Y1
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	Review how thematic topics are collated and prioritised to ensure they remain relevant and influential.	Y1

An influential inspectorate		
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

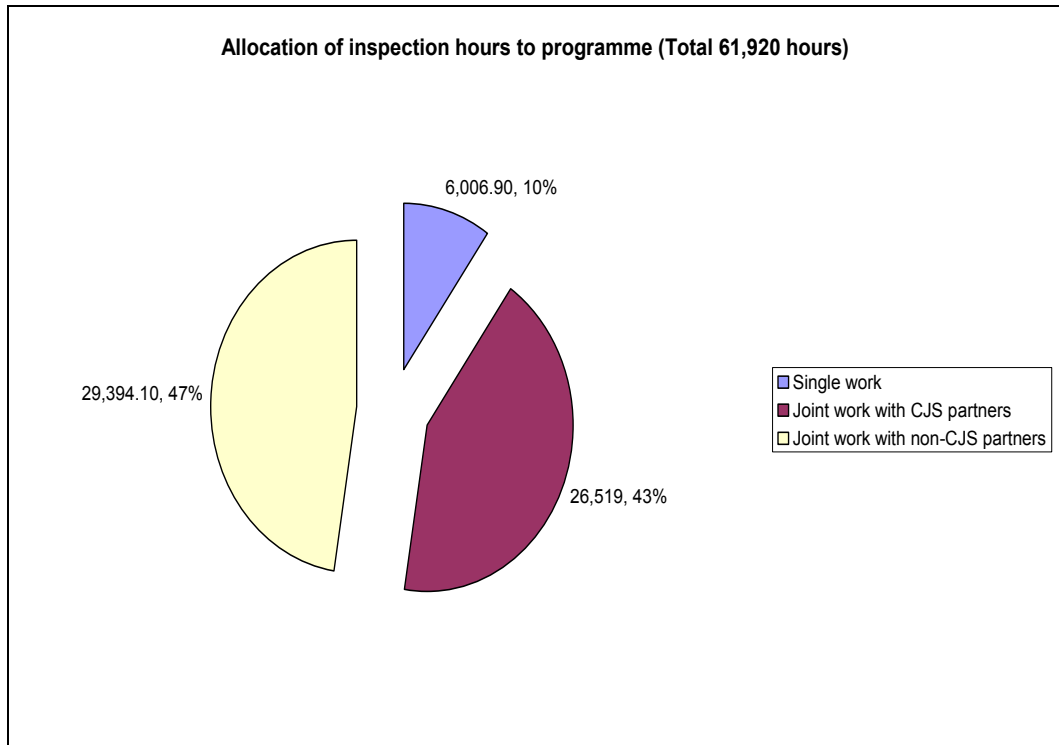
An accountable inspectorate		
13	Review our arrangements with the Ministry of Justice to ensure our independence is recognised, there is appropriate accountability to the relevant secretaries of state and parliament and the Inspectorate receives efficient and appropriate support services.	Y1-3
14	Develop, consult on and publish an annual business plan and regular strategic plans.	Y1-3
15	Strengthen management information and performance systems.	Y1-2
16	Strengthen editorial and quality control processes.	Y1-2
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
20	Establish an external advisory board.	Y2-3

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

8. Business Plan 2012/13

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 light of the extremely challenging economic environment for all public services and the government's commitment to minimise any unnecessary regulatory or inspectoral burden. We now have total Ministry of Justice funding for 2012/13 of £3.79m.
- 8.2 To these figures we are able to add additional sources of 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). We anticipate that the total funding from other departments in 2012/13 will be £0.73m. This additional funding remains to be confirmed, but the expected aggregate Inspectorate funding for 2012/13 amounts to £4.5m.
- 8.3 We have achieved savings in real terms despite a growth in our responsibilities by:
- undertaking a major review of our inspection Expectations which will lead to greater efficiency in the inspection and report production processes and a consequent reduction in staff costs
 - more efficient deployment of staff
 - reducing our report publication costs
 - stringent control of accommodation and travel costs
 - minimising our administrative and management costs.
- 8.4 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 £4.5m allows the Inspectorate to afford 61,920 inspection hours (at an assumed cost of £73.14 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 amount of 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

- 8.5 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.
- 8.6 This plan will be reviewed regularly by the Inspectorate's Policy 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 2012/13 inspection programme with an increased number of unannounced full inspections, undertaking: <ul style="list-style-type: none"> • 16 full announced, 10 full unannounced, 8 announced full follow-up, 3 unannounced full follow-up and 14 unannounced short follow-up inspections of prisons or YOIs, including 4 extra-jurisdiction inspections • 3 full announced, 1 full unannounced, and 3 unannounced short follow-up inspections, plus additional targeted inspections as agreed with the YJB, of establishments holding children and young people • 1 full announced, 2 full unannounced, 1 announced full follow-up and 2 unannounced short follow-up inspections of Immigration Removal Centres, including pre-departure 	As scheduled throughout business year	Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey] Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey] Inspections delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP and exit survey]	HMDCIP, plus: Specified team leaders J team leader I team leader

<p>accommodation</p> <ul style="list-style-type: none"> • 2 unannounced inspections of residential short-term holding facilities, 7 unannounced inspections of non-residential short-term holding facilities, and 4 unannounced escort inspections, including 3 overseas • Jointly with HMIC, 15 unannounced inspections of police custody suites with a one day action plan visit about 12 months after inspection • Jointly with HMI Probation, inspect offender management in custody during 22 full prison inspections 		<p>Inspections delivered to time and quality [measured 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/HMCI Probation, and exit survey]</p>	<p>I team leader</p> <p>P team leader</p> <p>Specified team leader</p>
<p>1.2 Review protocols to maintain effective joint work with appropriate health inspectorates in line with new Expectations</p>	<p>By end June 2012</p>	<p>Delivered to time and quality [as endorsed by HMCIP and respective Chief Inspectors]</p>	<p>HMDCIP/ Head of health care</p>
<p>1.3 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 2012/13 stakeholder survey.</p>	<p>HMCIP/ HMDCIP/ Publications manager/ Team leaders</p>

2. Develop and introduce a usually entirely unannounced, less predictable and more flexible inspection programme.				
2.1	Design a revised risk assessment process	By end June 2012	Delivered to time and quality [as endorsed by HMCIP and consultation feedback], enabling a usually entirely unannounced inspection programme from 2013/14.	HMDCIP/ Head of RD&T
2.2	Assess the viability of inspection programme software	By end September 2012		
2.3	Design a revised inspection programme structure. As part of this, develop a new methodology for monitoring progress of low risk establishments between full inspections and end short follow-up inspections	By end June 2012		
2.4	Consult on the revised inspection programme structure	By end September 2012		
2.5	Develop a revised inspection programme for 2013/14	By end December 2012		
2.6	Consult formally as required by the Justice and Police Act 2006 on a revised inspection programme and inspection framework, dovetailing with the simultaneous consultation on the joint CJS business plan 2013/14	By end March 2013		
3. Successfully introduce inspections of additional custody systems.				
3.1	Complete and review the first round of court custody inspections, undertaking announced inspections of 51 court	As scheduled throughout business year	Inspections delivered to time and quality [measured by HMCIP/HMDCIP]	P team leader

	custody facilities			
3.2	Complete the first round of UKBA customs facilities inspections jointly with HMIC, undertaking announced inspections of 5 UKBA spine suite customs facilities	As scheduled throughout business year	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	P team leader
3.3	Complete 2 pilot inspections of Secure Training Centres (STCs) jointly with Ofsted. Finalise joint inspection plans with Ofsted and undertake 4 unannounced STC inspections	As scheduled throughout business year	Delivered to time and quality [as endorsed by HMCIP/Ofsted]	J team leader/ Head of RD&T
3.4	Undertake, if requested, and prepare carefully for the first inspection of UK detention facilities in Afghanistan	Timing as agreed with MoD	Inspection delivered to time and quality [measured by quality assurance by HMCIP/HMDCIP].	I team leader
3.5	Agree, plan and prepare inspection of UK service custody facilities for implementation from 2013/14	By end March 2013	Delivered to time and quality [as endorsed by HMCIP]	P team leader
4. Establish and keep under continuous review a core set of Expectations common to all custodial settings.				
4.1	Complete the revision of and consultation on Expectations for Immigration Detention	Published by end July 2012	Delivered to time and quality [measured by HMCIP endorsement]	I team leader/ SRO-M
4.2	Maintain effective relationships with HMIC, keeping joint custody inspection expectations and protocols under	Ongoing throughout business year	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	P team leader

	review and responding to any developments arising from the creation of Police and Crime Commissioners as necessary			
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 the thematic on remand prisoners	Published by end June 2012	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP/ SRO-P
5.2	Complete the thematic on the effectiveness of immigration detainee casework jointly with the Chief Inspector of UKBA	Published by end August 2012	Delivered to time and quality [as endorsed by HMCIP/CIUKBA]	HMDCIP/ I team leader/ SRO-P
5.3	Complete the transitions between child and adult services thematic, led by HMI Probation	Published by end June 2012	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P
5.4	Complete the restorative justice thematic, led by HMIC	Published by end May 2012	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P
5.5	Complete briefing papers on: <ul style="list-style-type: none"> • time in cell • pay and canteen • travellers in prison • homosexual and bisexual men in prison 	As scheduled throughout business year	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP/ SRO-P
5.6	Complete a scoping study jointly with HMIC on staff corruption, potentially extending to a full thematic	Seminar held in June 2012. Decision on full thematic made by end July 2012 and implemented as agreed with HMIC	Delivered to time and quality [as endorsed by joint Chief Inspectors]	HMCIP/ HMDCIP/ Head of RD&T
5.7	Complete a review of	Verbal debrief to	Delivered to time	HMDCIP/ SRO-P/

	PER forms to report to the Ministerial Board on Deaths in Custody	board in June 2012. Published report by end October 2012	and quality [as endorsed by HMCIP]	P team leader
5.8	Lead on a full thematic jointly with HMI Probation and Ofsted, on the accommodation and education, training and employment resettlement needs of adult prisoners	Planning from June 2012. Fieldwork from January 2013	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P
5.9	Contribute to a thematic on sexual offending by children and young people led by HMI Probation	Timings as agreed with HMI Probation	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P/ J team leader
5.10	Contribute to a scoping study on Integrated Offender Management led by HMI Probation	Scoping exercise completed by end June 2012	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P
5.11	Contribute to a thematic on life sentenced prisoners, led by HMI Probation	Timings as agreed with HMI Probation	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ SRO-P
5.12	Contribute to a thematic on the use of S136 in police custody, led by HMIC	Timings as agreed with HMIC	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HMDCIP/ Head of health care/ P team leader/ SRO-P
5.13	Contribute to the joint Chief Inspectors' review of child protection arrangements led by Ofsted	Timings as agreed with Ofsted	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	J team leader
5.14	Scope the feasibility of a short thematic on the effectiveness of Detention Centre Rule 35 which relates to detainees who have experienced torture or who may not be fit to detain for other reasons	By end March 2013	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP/ I team leader/ SRO-P

6. Review how thematic topics are collated and prioritised to ensure they remain relevant and influential.				
6.1	Review and consult on how thematic topics are collated and prioritised in order to develop a new, increased thematic programme from 2013/14	Review by end December 2012 to feed in to 2013/14 business plan	Delivered to time and quality [measured by HMCIP endorsement], and enabling maintained or increased level of thematic	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
7. Ensure revised Expectations lead to shorter reports and fewer, sharper and smarter recommendations. Monitor progress of all the inspection and thematic recommendations made.			
7.5 Ensure effective implementation and review of 2011/12 revised Expectations for prisons, police custody and children and young people with appropriate staff briefing and training	By end September 2012	Delivered to time and quality [measured by staff feedback from development days and internal communications survey]	Publications manager/ O team leader
7.6 Monitor report length and numbers of recommendations	Ongoing throughout business year	Reductions in length of reports and number of recommendations. Improved feedback in 2012/13 stakeholder survey responses	HMDVIP/ Team leaders/ Publications manager
7.7 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	HMDVIP/ 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 2011 to	Published by end October 2012	Delivered to time and quality [measured by	HMCIP/ SPO/ Publications manager

March 2012		HMCIP endorsement]		
8.2	Produce and agree project plan for April 2012 to March 2013 annual report	By end March 2013	Delivered to time and quality [measured by HMCIP endorsement]	SPO/ 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	Recruit and induct a Band C development officer	Recruit by end of June 2012	Successful recruitment of suitable candidate	SPO
9.2	Recruit and induct a policy intern to work on a time-limited project with clear professional development outcomes	Summer 2012	Successful recruitment of suitable candidate. Positive feedback from exit interview	SPO
9.3	Respond to statutory consultations as appropriate	Ongoing throughout business year	Maintained or increased number of consultation responses.	SPO
9.4	Undertake an annual survey of the children and young people's prison and secure training centre estate on behalf of the YJB	As scheduled throughout business year	Delivered to time and quality [measured by HMCIP and YJB endorsement]	Head of RD&T/ J team leader
9.5	Publish a report on the findings from the children and young people's establishment surveys conducted during 2011/12	Published by end October 2012	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	Ongoing throughout business year	Improved healthy prison assessments for purposeful activity. Positive	A team leader/ Inspection team leaders

		stakeholder feedback		
10.2	Maintain effective working relationships with HMI Probation	Ongoing throughout business year	Improved healthy prison assessments for resettlement. Positive stakeholder feedback	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 policy makers; custody managers, 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	Produced by end March 2013	Developed to time and quality [measured by HMCIP endorsement]	Communications officer/ SPO/ Publications manager
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]	HMCIP/ HMDCIP/ Communications officer

11.3	Assess the opportunities to use new media to communicate the Inspectorate's work independently and implement accordingly	Review by end December 2012	Assessed to time and implemented accordingly [measured by HMCIP endorsement]	Communications officer
12. Promote compliance with OPCAT and coordinate the NPM.				
12.1	Establish an NPM steering group with agreed terms of reference	By end June 2012	Delivered to time and quality [as endorsed by HMCIP/members of the NPM]	SPO
12.2	With the steering group, develop and implement an NPM programme of work to engage and support members and promote OPCAT	By end December 2012	Delivered to time and quality as agreed [measured by HMCIP/endorsement from NPM members]	SPO
12.3	Maintain effective links with the Human Rights Implementation Centre at the University of Bristol	Ongoing throughout business year	Delivered to time and quality [as endorsed by HMCIP/members of the NPM]	SPO
12.4	Engage effectively with the Subcommittee 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 Prevention of Torture	HMCIP/ SPO
12.5	Engage effectively with the CPT visit to the UK	As scheduled by CPT	Delivered to time and quality [as endorsed by HMCIP. Positive feedback from the CPT	HMCIP/ SPO
12.6	Produce an NPM 2011/12 annual report	By end December 2012	Delivered to time and quality [as endorsed by HMCIP/members of the NPM]	SPO

12.7 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
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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
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 Review our protocols with the Ministry of Justice to ensure the Inspectorate's independence is understood and safeguarded and that the service levels for support services are clear	By end December 2012	Improved services from Ministry of Justice and reduced pressure on independence	HMCIP/ Head of inspection support
13.2 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
13.3 Host an inspectors' forum	By end June 2012	Forum delivered on time and quality [as endorsed by attendees]	HMCIP/ PS-HMCIP
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 2013/14, which accords with the equivalent plans of the CJCIG	Published by end March 2013	Delivered to time and quality [as endorsed by HMCIP]	HMDVIP/ Head of RD&T/ Head of inspection support
15. Strengthen management information and performance systems.			
15.1 Review and strengthen management information	By end March 2013	Business plan objectives	HMDVIP/ Head of RD&T

systems		successfully achieved. Improved monitoring of Inspectorate's effectiveness		
15.2	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 March 2013	All staff have work and development plans. Improved staff responses from internal communications survey	HMDCIP/ Team leaders
16. Strengthen editorial and quality control processes.				
16.1	Review report tracking and timeliness and quality alerts systems	By end March 2013	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
16.3	Increase the role of team leaders in carrying out inspection report reviews and preparing introductions	By end September 2012	Improved HMCIP/HMDCIP management capacity	HMDCIP/ Team leaders
17. Review our methodology and inspection guidance to ensure best practice and continuous improvement.				
17.1	Review the adult and young adults' prisons inspection manual and pre-inspection pack	By end March 2013	Delivered on time and quality [as endorsed by HMCIP]	SRO-M
17.2	Develop inspection manuals or incorporate	By end March 2013	Delivered on time and quality [as	SRO-M

as annexes to existing manuals for: a.children and young people establishments, including STCs b.immigration detention		endorsed by HMCIP]	
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 two 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/ HMDVIP/ Head of RD&T
18.3 Review and improve how we monitor the Inspectorate's recruitment, other personnel matters and inspection activity, with results published	By end December 2012	Improved diversity of staff and internal monitoring systems. Results published on time	Head of inspection support
18.4 Ensure thematic inspections address equality issues	Ongoing throughout business year	Improved feedback from stakeholder survey	HMCIP/ SRO-P
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	By end September 2012	FOI requests responded to on time and quality [as endorsed by HMCIP]	Head of inspection support

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
20. Re-launch the Inspectorate's recruitment and selection process to recruit staff from diverse backgrounds who meet our competency requirements.			
20.1 Identify and agree core competencies for the Inspectorate, each team and each post	By end December 2012	Clear, documented core competencies tailored for the Inspectorate, each team and each post [as endorsed by HMCIP]	HMDCIP/ Head of inspection support/ Team leaders
20.2 Produce a consistent, written Inspectorate-specific recruitment procedure and documentation	By end December 2012	Delivered on time and quality [as endorsed by HMCIP]. Improved recruitment of staff from diverse backgrounds	HMCIP/ Head of inspection support
20.3 Update the vacancy section on the Inspectorate website	By end June 2012	Delivered on time and quality [as endorsed by HMCIP]	Communications officer
20.4 Achieve an even balance on each inspection team between inspectors seconded from the prison service and inspectors from other backgrounds	Ongoing throughout business year	Even balance achieved and maintained on each inspection team [as endorsed by HMCIP]. Improved feedback from staff diversity survey	HMDCIP
20.5 Review the secondment policy with NOMS including length, selection process, performance review and return	By end December 2012	Delivered on time and quality [as endorsed by HMCIP]. Improved feedback from NOMS seconded staff from exit interviews	HMDCIP/ N team leader

20.6	Regularise staff employment status so that temporary contracts are only used when role is genuinely temporary and secondments end after agreed period	Ongoing throughout business year	All staff not in a genuinely temporary role moved to permanent contracts. All secondments end at agreed time	HMDCIP/ Head of inspection support
20.7	Discuss with Ministry of Justice and NOMS how the inconsistencies between staff with different parent bodies can be reduced	By end June 2012	Discussion held on time and actions implemented as agreed. Improved feedback from staff diversity survey	HMDCIP
21. Review and develop staff induction, development, support and performance management processes.				
21.1	Design and implement an induction process based on the individual that equips all staff to meet the competencies required of their role	By end March 2013	Delivered on time and quality [as endorsed by new staff and line manager feedback]	HMDCIP/ Head of inspection support/ Team leaders
21.2	Ensure all staff, including associate staff, receive regular feedback in-year including individual supervision that is at least quarterly and annual appraisals	Ongoing throughout business year	Delivered on time and quality. Improved feedback from internal staff communications survey	HMDCIP/ Team leaders
21.3	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 March 2013	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

22. Undertake and implement a review of the Inspectorate's structure and management roles.				
22.1	Agree team structure and team leader roles	By end June 2012	Delivered on time and quality [as endorsed by HMCIP and staff feedback]	HMCIP/ HMDCIP/ Team leaders
22.2	Recruit vacant team leader posts	By end September 2012	Successful recruitment of suitable candidates	HMDCIP
22.3	Create a management board and wider policy board and agree terms of reference and working processes	By end December 2012	Delivered on time and quality [as endorsed by HMCIP]. Successful implementation of strategic and business plan objectives	HMCIP/ HMDCIP/ Team leaders
23. Improve internal communications.				
23.1	Maintain whole inspectorate development meetings in which all staff have an opportunity to actively participate	Every two months throughout business year	Delivered on time and quality [as endorsed by HMCIP]. Maintained or improved staff communications survey responses	HMDCIP/ Head of RD&T
23.2	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	HMDCIP/ Team leaders
23.3	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

24. Review the role of inspection support staff.				
24.1	Review the organisational relationship between inspection support staff and inspection teams	By end June 2012	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP/ Head of inspection support
24.2	Clarify the role, responsibilities and support arrangements for inspection support staff	By end March 2013	Delivered on time and quality. Improved staff diversity and communication survey responses	HMDCIP/ Head of inspection support
25. Negotiate improvements in back office services provided by the Ministry of Justice or alternative arrangements.				
25.1	Ensure that any new accommodation arrangements do not compromise the Inspectorate's independence and meets its practical needs	Ongoing throughout business year	Suitable accommodation agreed [as endorsed by HMCIP] with independence maintained	HMCIP/ Head of inspection support
25.2	Escalate shortcomings in IT performance and work with other Ministry of Justice arms lengths bodies to achieve improvement	Shortcomings escalated by end June 2012. Improvements implemented as agreed	Concerns flagged with other Ministry of Justice arms lengths bodies to time. Actions for improvement implemented as agreed. Improved staff communications survey responses	HMCIP/ Head of inspection support
25.3	Ensure protocols with Ministry of Justice deliver HR and IT services fit for the Inspectorate's needs	By end June 2012	Delivered on time and quality [as endorsed by HMCIP]. Improved staff communications survey responses	HMCIP/ Head of inspection support

26. Manage risks effectively.				
26.1	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/ Head of inspection support/ Team leaders
26.2	Conduct a health and safety review and implement any necessary improvements	Review completed by end March 2013	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP/ Head of inspection support/ Team leaders
26.3	Conduct a review of arrangements for handling personal data securely and implement any necessary improvements	Review completed by end March 2013	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP/ Head of inspection support/ Team leaders
26.4	Conduct a review of contingency plans and implement any necessary improvements	Review completed by end March 2013	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP/ Head of inspection support/ 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.

