



HM Inspectorate of Prisons

Corporate Plan
2012/13 to 2014/15
Year two, 2013/14

HM Inspectorate of Prisons
Corporate Plan 2012/13 to 2014/15
Year two, 2013/14

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 2012/13	7
5	The operating context	10
6	Strategic themes and key elements	11
7	Budget	14
	Annex A: Strategic tasks	16
8	Business plan 2013/14	18

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 updates that commitment and includes our new business plan for year two (2013/14) of the planning cycle.

As we indicated last year, the strategy aims to safeguard the independent, human rights-based and outcome-focused approach to custodial inspection 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. In 2012/13, despite pressure on both our budget and staff resources, we published approximately 100 reports and other publications through the year and successfully introduced new independent inspection criteria. In addition to this we introduced more unannounced inspections as well as extending our remit further to include the independent inspection of new custodial sectors.

Key features of our plan for 2013/14 include: the implementation of an almost completely unannounced programme; the rationalisation of our prison inspection methodologies; a commitment to review our inspection practice; and, consistent with our National Preventive Mechanism (NPM) responsibilities, the introduction of inspection of military secure custodial facilities.

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 2013

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 second year of that period (2013/14).
- 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 2013/14 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 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 will be confirming this year, 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) that was 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.

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 recent staff surveys, 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 2012/13

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 2012/13, HMI Prisons planned to inspect 156 custodial facilities of varying types. Depending on type, each establishment or facility received a full inspection every three to six years. Prisons, immigration facilities and custodial facilities holding young people were also liable to a short or full follow-up inspection, depending on risk, in the intervening period.
- 4.3 In 2012/13, we began inspections of secure training centres (jointly with Ofsted), and court custody and Border Force custody suites (jointly with HMIC).
- 4.4 Inspections are carried out against published criteria or 'Expectations'. We began revising our Expectations in 2010/11 to give greater focus on the outcomes for detainees across different sectors. The year 2012/13 was the first year in which these revised Expectations were implemented. Initial feedback has been very positive and they will be subject to a more comprehensive evaluation in the coming year. 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.
- 4.5 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 2012/13, publication exceeded the target by an average of six to seven days. We reduced the length of inspection reports and the number of recommendations they contain to reflect our more outcome-focused expectations.
- 4.6 In 2012/13, 83% of recommendations were accepted, 14% partially accepted and 4% 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.
- 4.7 In recent years, we have increased the number of unannounced inspections we undertake and have sought to make our programme more responsive to risk. The programme for the coming year will be, with a very few exceptions, unannounced, making inspections more unpredictable and flexible.

Thematics and policy work

- 4.8 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 briefing papers on issues arising from our inspection programme. In 2012/13, we contributed to nine thematic reviews, two scoping studies and one briefing paper. Eight of the thematic reviews and both scoping studies were conducted jointly with other inspectorates.

- 4.9 We seek to ensure that our inspection findings feed into relevant statutory consultations and other policymaking processes.

The National Preventive Mechanism

- 4.10 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 2012/13. The 18 members of the NPM have continued to meet to discuss good practice in detention monitoring and key issues of concern.

Staffing

- 4.11 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 71 staff, made up of full-time staff, secondees and a number of freelance specialists, such as editors and health inspectors. In 2012/13, this included 11 full-time Inspectorate staff who are seconded prison governors, one seconded from the NHS and 41 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 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 Management Board, responsible for corporate management.
- 4.12 There is significant staff turnover each year and recruitment and secondment processes have been slow, which resulted in some critical posts remaining vacant for lengthy periods in 2012/13. We have now agreed new processes with our sponsor department, which we hope will prevent this problem recurring. Processes for inducting, developing and managing the performance of staff need strengthening. Staff continue to regard the Inspectorate's team structure as a strength but it needs to be more flexible so that work can be allocated more efficiently. We have improved internal communication processes. Some staff feel the Inspectorate's working arrangements make it difficult to achieve an appropriate work/life balance.

Management capacity

- 4.13 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. Work to clarify and strengthen management roles and structures began in early 2013. We have also begun work to strengthen procedures for controlling the quality of inspections and reports to reflect the recent growth of the organisation and its remit. Following the significant turnover of team leaders in 2011/12, a number of senior appointments last year means the Inspectorate's senior team starts 2013/14 at full strength.

Equality

- 4.14 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

- 4.15 Most inspectors work from home when not attending an inspection. Office-based staff are currently 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 the Inspectorate will move to new accommodation in the spring of 2013, which we believe will be appropriate to our independent role.

IT and social media

- 4.16 IT concerns have reduced during the year but still require further improvement.
- 4.17 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

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

Budget

- 4.19 In 2012/13, the budget for HM Inspectorate of Prisons was £4,529,000.

2012/13 business plan

- 4.20 A full review of our 2012/13 business plan will be completed in May 2013.

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 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 programme of prison closures will 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 will remain stable following a significant decrease in 2012/13. Plans will be announced in 2013 which may involve significant change to the youth custody estate.
- 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 announce the results of a review of women's prisons in 2013.
- The Health and Social Care Act 2011 has resulted in the commissioning of offender health in places of detention becoming the responsibility of the National Commissioning Board.
- 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.
- Inspection of military secure custody facilities will begin in 2013.

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 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 on our work as well as a series of timely public reports of 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 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.

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 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. In reality our budget for 2013/14 now includes further additional cuts to our core MoJ budget agreed in late February 2013 that will mean a cumulative saving of 12%, potentially leading to a saving of 14.4% against this figure.

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	3,270,000	-14.4

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%		

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

HMI Prisons core funding new total (£)	3,821,846	3,634,000	-7.1	3,794,000	-1	3,616,000	-5.5	3,520,000	-9
--	-----------	-----------	------	-----------	----	-----------	------	-----------	----

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	735,000	-7
HMI Prisons Total (£)	4,565,846	4,369,000	-5	4,529,000	-1	4,406,000	-4	4,255,000	-7

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.	Y1-2
3	Successfully introduce inspections of additional custody systems.	Y2
4	Establish and keep under continuous review a core set of Expectations common to all custodial settings.	Y2
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.	Y2

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.	Y2
16	Strengthen editorial and quality control processes.	Y2
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.	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.	Y2
22	Review and develop staff induction, development, support and performance management processes.	Y2
23	Undertake and implement a review of the Inspectorate's structure and management roles.	Y2
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 2013/14

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 challenging for all public services and the governments commitment to minimise any unnecessary regulatory burden. The business plan for year two 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 2013/14 of £3.61 million, representing a further reduction of 5.5% 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 confirmed for 2013/14, and reflecting additional areas of inspection also added to our responsibilities (STCs, with partner organisations), we currently anticipate a total of £0.79 million in additional funding. This gives an aggregate Inspectorate funding for 2013/14 of £4.4 million.
- 8.3 We have achieved savings in real terms, despite a growth in our responsibilities, by:
- introducing our new inspection Expectations criteria 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.
 - 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 £4.4 million allows the Inspectorate to afford 61,920 inspection hours (at an assumed cost of £69.63 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 2013/14 revised inspection programme of mainly unannounced full inspections, undertaking: <ul style="list-style-type: none"> • 53 inspections of prisons or YOIs (upon identified risk), including two extra-jurisdiction inspections. Five of these inspections will be announced. • Three inspections, plus additional targeted inspections as agreed with the YJB, of establishments holding children and young people • Four inspections of STCs for children, delivered in partnership with Ofsted. • Five inspections of immigration removal centres, including pre-departure accommodation • Nine inspections of non-residential short-term holding facilities, and four unannounced escort inspections, including three overseas. 	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] 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]	HMDCIP, plus: Specified team leaders J team leader J team leader I team leader I team leader

<ul style="list-style-type: none"> Jointly with HMIC, 14 inspections, including two follow-up inspections of police custody suites with a one-day action plan visit about 12 months after inspection. To inspect three court custody areas, to include all custody suites. Jointly with HMI Probation, inspect offender management in custody during 22 full prison inspections 		Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]	P team leader
		Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]	P team leader
		Delivered to time and quality [as endorsed by HMCIP/HMCI Probation, and exit survey]	Specified team leader
1.2 Ensure the production and publication of high quality, timely and effective reports	As scheduled throughout business year. Inspection reports published within 18 weeks of inspection	Inspections delivered to protocol timetables and maintained or improved responses to the 2013/14 stakeholder survey	HMCIP/HMDCIP/ publications manager/team leaders

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 September 2012	Delivered to time and quality [as endorsed by HMCIP and consultation feedback]	HMDCIP/head of RD&T
2.2 Assess the viability of inspection programme software	By end March 2014	Delivered to time and quality [as endorsed by HMCIP and consultation feedback]	
2.3 Develop a revised inspection programme for 2014/15	By end December 2013	Delivered to time and quality [as endorsed by HMCIP and consultation feedback]	
2.4 Consult formally as required by the Justice and Police Act 2006 on a revised inspection programme and inspection	By end March 2014	Delivered to time and quality [as endorsed by HMCIP and consultation feedback]	HMDCIP

framework, dovetailing with the simultaneous consultation on the joint CJS business plan 2014/15			
--	--	--	--

3. Successfully introduce inspections of additional custody systems

3.1 Pilot and implement the first round of inspections of UK service custody military facilities	By end March 2014	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 Maintain effective relationships with HMIC, keeping joint custody inspection Expectations and protocols under review and responding to any developments arising from the creation of police and crime commissioners as necessary	Ongoing throughout business year	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	P team leader
4.2 Establish a cross-inspectorate working group to keep Expectations under continuous review in response to inspection experience, thematic reports, changes in legislation or other significant events	By end September 2013	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	HRDT, SRO-P, SPO, O team leader, HIS
4.3 Establish an Expectations change control process	By end September 2013	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	SRO-M, SE
4.4 Review 'Operation Safeguard' expectations	By end September 2013	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	HRDT
4.5 Review whether adult expectations adequately reflect and prioritise the specific needs of women prisoners and the differences in the way that women (as opposed to men)	By end of March 2014	Delivered to time and quality [as endorsed by HMCIP]	O team leader, SRO-M

experience imprisonment. If required we will scope a full revision of Expectations for women prisoners.			
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 December 2013	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HRDT/SRO-P
5.2 Contribute to a thematic on life-sentenced prisoners, led by HMI Probation	To be completed by September 2013	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HRDT/SRO-P
5.3 Contribute to a thematic on offenders with learning disabilities led by HMI Probation	Fieldwork to commence January 2014	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HRDT/SRO-P
5.4 Lead a full joint thematic on substance misuse, with HMIC, HMICPS, HMI Probation and Care Quality Commission (provisional partners)	To commence by April 2013	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HRDT/SRO-P
5.5 Develop and deliver a minimum of two short (single) thematics <ul style="list-style-type: none"> • Zahid Mubarek: follow-up report. • Prisoner escorts. 	Complete by end March 2014	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HRDT/SRO-P
5.6 Complete a minimum of four 'prison life' findings papers on: <ul style="list-style-type: none"> • food • time in cell • pay and canteen • family contact and other topics identified during the year	As scheduled throughout business year	Delivered to time and quality [as endorsed by HMCIP]	HRDT/SRO-P
5.7 Develop template for 'people in prison' findings papers. Complete a minimum of three briefing papers on agreed	As scheduled throughout business year	Delivered to time and quality [as endorsed by HMCIP]	HRDT/SRO-P

diversity issues. Including:- <ul style="list-style-type: none"> • Veterans • Travellers • LGBT(lesbian, gay, bisexual, transgender/sexual) prisoners 			
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 broader, more flexible thematic programme from 2014/15	Review by end October 2013 to feed into 2014/15 business plan	Delivered to time and quality [measured by HMCIP endorsement], and enabling maintained or increased level of thematic	HRDT/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.			
7.1 Monitor report length and numbers of recommendations	Ongoing throughout business year	Reductions in length of reports and number of recommendations. Improved feedback in 2013/14 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 2012 to March 2013	Published by end October 2013	Delivered to time and quality [measured by HMCIP endorsement]	HMCIP/ HRDT/ publications manager
8.2 Produce and agree project plan for April 2013 to March 2014 annual report	By end March 2014	Delivered to time and quality [measured by HMCIP endorsement]	HMCIP/ HRDT / 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	Recruit by end of June 2013	Successful	HRDT

	band A senior policy officer		recruitment of suitable candidate	
9.2	Respond to statutory consultations as appropriate	Ongoing throughout business year	Maintained or increased number of consultation responses.	SPO
9.3	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]	HRDT/ J team leader
9.4	Publish a report on the findings from the children and young people's establishment surveys conducted during 2012/13	Published by end October 2013	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	Ongoing throughout business year	Improved healthy prison assessments for resettlement. Positive stakeholder feedback	I team leader/ inspection team leaders
10.3	Track and report on changes and quality of activity and time out of cell available to detainees	Ongoing throughout business year	Improved healthy prison assessments for activity.	SRO-P
10.4	Develop expectations for and report on working prisons as required.	By the end March 2014.	Delivered to time and quality [measured by HMCIP and YJB endorsement]	SRO-P

10.5	Maintain a cross-inspection working group to ensure inspections and assessments of resettlement are outcome-based, consistent and stretching	By the end March 2014.	Delivered to time and quality [measured by HMCIP and YJB endorsement]	TL-I, HRDT, HIS
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, 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 2014	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

		plus social media traffic	
12. Promote compliance with OPCAT and coordinate the NPM.			
12.1 With the steering group, develop and implement an NPM programme of work 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 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
12.3 Engage effectively with the Subcommittee on 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
12.4 Produce an NPM 2012/13 annual report	By end December 2013	Delivered to time and quality [as endorsed by HMCIP/members of the NPM]	SPO
12.5 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

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 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 2014/15, which accords with the equivalent plans of the CJCIG	Published by end March 2014	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP/ HRDT/ 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 2013	All staff have work and development plans. Improved staff responses from internal communications survey	HMDCIP/ team leaders

15.2	Review arrangements for receiving feedback from stakeholders and inspected establishments	By end of December 2013.	Greater accuracy and relevance of feedback data.	HRDT
16. Strengthen editorial and quality control processes.				
16.1	Review report tracking and timeliness and quality alerts systems	By end March 2014	Maintained or improved report timeliness and quality	HMDVIP/ publications manager
16.2	Maintain the primary focus of HMCIP, HMDVIP and team leaders on inspections and reports	Ongoing throughout business year	Maintained HMCIP/HMDVIP/ team leader attendance on inspections and involvement in report production	HMCIP/ HMDVIP
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 June 2014	Delivered on time and quality [as endorsed by HMCIP]	SRO-P
17.2	Develop inspection manuals or incorporate as annexes to existing manuals for: a. children and young people's establishments, including STCs b. immigration detention	By end December 2013	Delivered on time and quality [as endorsed by HMCIP]	SRO-P
17.3	Implement a programme of systematically reviewing each element of the	March 2014	Delivered on time and quality [as endorsed by HMCIP]	SRO-P, HIS

inspection methodology and manual, ensuring it is as effective and efficient as possible and consulting on significant changes			
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/ HMDCIP/ HRDT
18.3 Review and improve how we monitor the Inspectorate's recruitment, other personnel matters and inspection activity, with results published	Ongoing	Improved diversity of staff and internal monitoring systems. Results published on time	HIS
18.4 Ensure thematic inspections address equality issues	Ongoing throughout business year	Improved feedback from stakeholder survey	HMCIP/ SRO-P
18.5 Consider the further use of former detainees on inspections	September 2013	Effective implementation of proposal after consideration of all risk factors.	I team leader
18.6 Implement a systematic programme of staff briefing and training on equality issues as	September 2013	Improved feedback from stakeholder survey	HMCIP

part of development days			
18.7 Ensure any advisory structures provide expertise on equality and diversity issues	March 2014	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 2014	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 Identify and agree core competencies for the Inspectorate, each team and each post	By end April 2013	Clear, documented core competencies tailored for the Inspectorate, each team and each post [as endorsed by HMCIP]	HMDCIP/ HIS/ team leaders
21.2 Produce a consistent, written Inspectorate-specific recruitment procedure and documentation	By end December 2013	Delivered on time and quality [as endorsed by HMCIP]. Improved recruitment of staff from diverse backgrounds	HMCIP/ HIS
21.3 Update the vacancy section on the Inspectorate website	Ongoing	Delivered on time and quality [as endorsed by HMCIP]	Communications officer
21.4 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
22. Review and develop staff induction, development, support and performance management processes.			
22.1 Design and implement an induction process based on the individual that equips all staff to meet the	By end March 2014	Delivered on time and quality [as endorsed by new staff and line manager feedback]	HMDCIP/ HIS/ team leaders

	competencies required of their role			
22.2	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
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 March 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
23. Undertake and implement a review of the Inspectorate's structure and management roles.				
23.1	Create a management board and wider policy board and agree terms of reference and working processes	By end December 2013	Delivered on time and quality [as endorsed by HMCIP]. Successful implementation of strategic and business plan objectives	HMCIP/ HMDCIP/ team leaders
24. Improve internal communications.				
24.1	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/ HRDT
24.2	Ensure all staff, including associate	Ongoing throughout business year	Delivered on time and quality. Improved staff	HMDCIP/ team leaders

	staff, attend structured, minuted team meetings held at least every two months.		communications survey responses	
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]	HMDCIP/ HIS
25.2	Clarify the role, responsibilities and support arrangements for inspection support staff	Ongoing throughout business year	Delivered on time and quality. Improved staff diversity and communication survey responses	HMDCIP/ HIS
26. Negotiate improvements in back office services provided by the Ministry of Justice or alternative arrangements.				
26.1	Manage office transfer	To be completed by June 2013 and ongoing throughout business year	Suitable accommodation agreed [as endorsed by HMCIP] with independence maintained	HMCIP/ HIS
26.2	Escalate shortcomings in IT performance and work with other Ministry of Justice arms lengths bodies	Ongoing throughout business year	Concerns flagged with other Ministry of Justice arms lengths bodies to time. Actions for improvement	HMCIP/ HIS

	to achieve improvement		implemented as agreed. Improved staff communications survey responses	
26.3	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
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 annually	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 annually	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.

