



HM Inspectorate of Prisons

Corporate Plan

2012/13 to 2014/15, extended

Year four, 2015/16

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Foreword

In 2011 HM Inspectorate of Prisons produced a corporate plan that set out our strategies and priorities for the three-year period to 2015. This plan extends that strategy for a further year. Despite the uncertainties created by the general election in May 2015 and the appointment of my successor, we have set out a demanding programme of work that responds to the pressures faced by many of the establishments we inspect and uses the feedback we received in 2014/15 to further develop our core strategic themes of independence, influence, accountability and capability.

The vast majority of our inspections are unannounced and are undertaken using well-established methodologies which are under constant review. Our inspection criteria (Expectations) are independent and regularly updated. During 2014/15 we published 94 reports across custodial sectors that included prisons, immigration removal centres, children's establishments and police, court and military custody. In our surveys, stakeholders, including those we inspect, our staff and the wider community, were supportive and encouraging of our approach. We will use the learning from this feedback to further develop our methodologies.

The most significant commentary received during the year was the National Audit Office's (NAO's) comparative study of criminal justice inspectorates. We were encouraged by the NAO's general assessment of our work and we agreed with the findings of their report, particularly that the act of inspection has a direct cultural impact on sector performance. The NAO made a number of recommendations concerning inspection activity, inspectorate sponsorship and perhaps most important of all, the impact of inspection. As we completed this plan the Public Accounts Committee also made a number of recommendations relevant to our work. We have sought to incorporate and prioritise this learning throughout this plan.

In addition to our programme of inspections, priorities for the coming year will include ensuring the programme takes full account of the government's 'Transforming Rehabilitation' agenda, which will have significant implications for how prisoners are resettled. We will also introduce revised Expectations for police custody as part of our work to develop and enhance our scrutiny of children's custody and, in particular, safeguarding and child protection issues. We will continue to use our role as coordinator to assist the development and influence of the UK's National Preventive Mechanism (NPM) as it concerns our obligations arising from the Optional Protocol to the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

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

Nick Hardwick
Chief Inspector of Prisons

April 2015

1. Introduction

- 1.1 This document sets out how HM Inspectorate of Prisons (HMI Prisons) will take forward its long-term strategic plan in 2015/16. Our corporate plan originally covered the period 2012/13 to 2014/15 but owing to the uncertainty of the coming year, including the 2015 general election and the potential appointment of a new Chief Inspector, I decided to roll forward our existing plan to a fourth year. However, there is already a demanding series of issues to which the Inspectorate will need to respond in 2015/16 and our business plan sets out a full programme of activity by which we will do so.
- 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 2015/16 is incorporated.

Consultation

- 1.3 In preparing this strategy we have surveyed the views of statutory and non-statutory stakeholders on our current performance and methods, assessed feedback from inspected bodies after each inspection, consulted our staff in detail, and taken the views of key policymakers and observers on likely changes in our external environment. Feedback has again been very positive. Summaries of staff and stakeholder surveys are published on our website¹. The National Audit Office (NAO) carried out a review of criminal justice and home affairs inspectorates in 2014/15 and its report and recommendations² and those arising from the subsequent Public Accounts Committee (PAC) inquiry³ are valuable. Our response to both is incorporated in the work described in this plan.
- 1.4 Our inspection programme for 2015/16 and the inspection framework we will apply has been subject to statutory consultation in accordance with the requirements of the Police and Justice Act 2006 s.28. We are grateful to those who responded to this consultation and this plan incorporates those responses.

¹ <http://www.justiceinspectorates.gov.uk/hmiprison/about-hmi-prisons/stakeholder-survey/>

² <http://www.nao.org.uk/report/inspection-a-comparative-study/>

³ <http://www.publications.parliament.uk/pa/cm201415/cmselect/cmpublic/975/97502.htm>

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.
- The Criminal Justice and Courts Act 2015 s.9 which added the power to inspect secure colleges to relevant provisions of the Prison Act 1952.

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

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

OPCAT

2.6 HMI Prisons coordinates and forms part of the National Preventive Mechanism (NPM), by which the UK delivers its obligations as a party to the United Nations Optional Protocol to Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) to ensure the regular,

independent and preventive inspection of all places of custody. At a national level, OPCAT requires state parties to:

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

2.7 At a minimum, OPCAT requires that NPMs:

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

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

3. Values

3.1 The established values of the Inspectorate are as follows.

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

3.2 Our values and purpose are seen as a major strength. In the Civil Service People Survey 2014, HMI Prison's 'staff engagement' score was 85% – higher than the published results of any other organisation taking part, 19% higher than other Ministry of Justice (MOJ) arms-length bodies and 22% higher than 'high performing units' across the entire Civil Service.

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.'

The committee has repeated that view on a number of occasions since.

3.4 In our 2014 stakeholder survey we asked respondents to what extent they thought we lived up to our values.

- 75% agreed or strongly agreed that 'independence, impartiality and integrity are the foundations of our work'.
- 76% agreed or strongly agreed that 'the experience of the detainee is at the heart of our inspections'.
- 80% agreed or strongly agreed that 'respect for human rights underpins our expectations'.
- 72% agreed or strongly agreed that 'we embrace diversity and are committed to pursuing equality of outcomes for all'.
- 75% agreed or strongly agreed that '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'.

4. The Inspectorate in 2014/15

Inspections

- 4.1 Staff and external stakeholders see our systematic, human rights-focused, evidence-based inspections with the detainee experience at their heart as a major strength. Positive feedback from stakeholders continues to affirm our inspection, thematic and corporate reports as credible and influential.
- 4.2 In 2014/15, HMI Prisons planned to inspect 93 custodial facilities of varying types. Depending on type, each establishment or facility received a full inspection every three to six years, depending on our various inspection programmes and identified risk.
- 4.3 In 2014/15, our inspections of secure training centres (STCs), jointly with Ofsted, court custody and Border Force custody suites (UKBFs, jointly with HMIC) became firmly established as part of our routine preventive programme. All facilities holding children, both STCs and young offender institutions (YOIs), are now inspected annually.
- 4.4 During the year we reported on our inspections of 15 military secure custodial facilities (SCFs) and the Military Corrective Training Centre (MCTC) and published criteria for the inspection of military custody. In addition we completed three extra-jurisdiction inspections, by invitation, funded by the host authorities.
- 4.5 Inspections are carried out against independent published criteria or 'Expectations' that are intended to focus on actual outcomes experienced by detainees. The judgments we make in inspections are informed by triangulating rigorous surveys of detainees, interviews with detainees 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. During the year we embedded new Expectations for women's prisons.
- 4.6 Feedback is given at the end of an inspection, and a full report of each inspection with recommendations to improve outcomes is submitted to the relevant Secretary of State. All reports are published at the Chief Inspector's discretion. The Inspectorate's target is to publish full reports within four months. In 2014/15, publication exceeded the target by an average of 13 days. We continue to monitor the length of inspection reports and the number of recommendations they contain to reflect our more outcome-focused expectations.
- 4.7 In 2013/14, the most recent year for which we have complete data, 79% of recommendations to prisons and YOIs were accepted, 15% were partially accepted and 6% were rejected. Follow-up inspections during the year found that 46% of recommendations were achieved, 20% were partially achieved and 34% were not achieved. These figures have remained relatively constant over the last three years.
- 4.8 Outcomes in prison inspections declined in 2014/15 but remained relatively stable in the other forms of custody inspected. Virtually all inspections we undertake are unannounced. We have sought to make our programme more responsive to risk, and increasingly more unpredictable and flexible. During the year we did, however, announce seven inspections. This was motivated by an attempt to support and promote improvements in prisons that had previously been failing. Feedback continues to indicate this approach is useful and successful.

- 4.9 HMI Prisons brings its inspection expertise to a number of international projects and to bilateral work in other countries. This work supports initiatives to establish independent monitoring of detention and share methodological and practical experience. The work is supported by a range of sources and is conducted independently of the UK and overseas governments. In exercise of its NPM mandate, HMI Prisons also supports work in a range of international and regional settings to strengthen human rights-based standards for detention and detention monitoring.
- 4.10 At the request of the Foreign and Commonwealth Office and in consultation with international human rights organisations, we continue to support the creation of effective prison monitoring in Bahrain in line with the principles of OPCAT. This has included practical training on human rights-based inspection to government officials, the Bahraini Ombudsman, the National Human Rights Institute and non-governmental organisations.

Thematics and policy work

- 4.11 In addition to our programme of individual inspections, we also carry out cross-cutting thematic reviews, some of which are conducted jointly with other inspectorates. Before deciding whether to undertake a full thematic review, scoping studies are sometimes carried out. We also produce short findings papers on issues arising from our inspection programme. During 2014/15, we published six thematic reviews, one inquiry report (on prison communications), one findings paper and one paper providing supplementary data for a findings paper (on ex-service personnel in prison). Three of the thematic reviews were conducted jointly with other inspectorates.
- 4.12 In addition, we published our annual 'Children and Young People in Custody' report. In 2014/15 we incorporated annual survey results from YOIs holding children and young people and STCs into a single report. We also carried out a pilot study reviewing YJB placement decisions.
- 4.13 We seek to ensure that our inspection findings feed into relevant statutory consultations and other policymaking processes.

The National Preventive Mechanism

- 4.14 We have continued our role as coordinator of the UK National Preventive Mechanism (NPM) and as an active institutional member of the NPM. Under the supervision of the NPM Steering Group, we have strengthened the NPM's strategic vision on both its collective efforts and individual institutional responsibilities with a view to becoming more effective and relevant. Since its fifth anniversary, important steps have been made towards strengthening the NPM's governance and future steps have been set out. The NPM's thematic focus, on issues including solitary confinement and isolation, *de facto* detention and the detention of children and young people, has been clarified through improved joint working, and priorities relating to improving OPCAT compliance (including around the independence of NPM personnel, and preventing sanctions and reprisals) have been agreed and taken forwards. Within HMI Prisons, work relating to solitary confinement, preventing sanctions, reducing the use of secondees, and promoting greater functional independence, has been prioritised under the OPCAT mandate. HMI Prisons conducts an annual, peer-reviewed self-assessment of its OPCAT compliance.

Staffing

- 4.15 The Inspectorate is led by the Chief and Deputy Chief Inspector who attend all main establishment full inspections and review all reports. The Inspectorate has 70 staff, made up of full- and part-time staff, secondees and a number of freelance associates, including inspectors, editors and health inspectors. In 2015/16, this includes six full-time Inspectorate staff who are seconded prison governors, and 41 staff

from a range of professional backgrounds, including probation, the police, social services, the voluntary sector and research. The Inspectorate is currently organised into six specialist inspection teams, a research, development and thematics team and a support team, each headed by a team leader. These team leaders, together with the Chief and Deputy Chief Inspector, form our Management Board, responsible for corporate management.

- 4.16 The recruitment of staff remains a slow and cumbersome process and our commitment to reduce our reliance on secondments has been complicated by restrictive pay structures, limiting, in particular, our ability to recruit senior managers with relevant operational experience. We retain a number of inspectors as fee-paid associates, improving our flexibility and efficiency. Staff, however, continue to regard the Inspectorate's team structure as a strength, although they are now cross-deployed routinely, again to maximise efficiency. We have improved internal communication processes. Most staff achieve a reasonable work/life balance with HMI Prisons. Our participation in the Civil Service Staff Engagement Survey in 2014/15 resulted in an overall engagement score that was the best published score of any government organisation taking part. We achieved encouraging scores across all key areas in the survey, although our staff have made clear that the approach to their individual training and development should improve.
- 4.17 The current Chief Inspector's five-year term of office was due to end in July 2015. On 11 March 2015 the Secretary of State announced that the process to appoint a successor had not been successful and that the process would begin again after the General Election. The current Chief Inspector has agreed to stay on until a successor is appointed. On 17 March the Justice Committee published a short report raising a number of concerns about the recruitment process. The committee's report concluded: 'These events reinforce our previously expressed view that, in order to safeguard the independence of the post, the Chief Inspector of Prisons should be appointed by Parliament, not the Executive (by means of an Address to Her Majesty from the House of Commons)'. Until these issues are resolved, after the 2015 General Election, the timetable for the recruitment of the new Chief Inspector remains unclear.

Management capacity

- 4.18 The Inspectorate is small and the organisation has a history of a lean, collegiate leadership style. The potential appointment of new Chief Inspector is certainly the most significant issue currently facing the Inspectorate. Much of the organisation's performance depends on goodwill and strong individual relationships between managers and staff. The significant and direct personal involvement of the Chief and Deputy Chief Inspectors and team leaders in inspections and the production of reports is a strength. However, our programme has doubled over the last decade and additional responsibilities are planned. Our management capacity remains limited and has not kept pace with the growth of the organisation. Work to clarify and strengthen management roles and structures began in early 2013. Changes have improved our accountability and our involvement in policy processes. Governance structures still require improvement, however, and will be a priority in the coming year.
- 4.19 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 adequately monitor our performance to ensure we provide equality of opportunity in our internal processes.

Accommodation

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

IT and social media

- 4.21 IT concerns have reduced during the year but still require further improvement.
- 4.22 In May 2014 the Inspectorate's new website went live. The Inspectorate was granted exemption from gov.uk in recognition of, and in order to safeguard, its independence. It now shares a web platform with other criminal justice inspectorates. We continue to use social media channels to improve our communication, and will continue to monitor their effectiveness.

Freedom of Information

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

Budget

- 4.24 In 2014/15, the budget for HM Inspectorate of Prisons was £4,477,000.

The breakdown of the budget is as follows:-

Ministry of Justice	£3,620,000
Youth Justice Board – child detention	£135,850
YJB – secure training centres	£54,066
Home Office – immigration detention	£352,220
Home Office – police custody	£250,000
Home Office – customs custody	£15,912
Ministry of Defence – secure forces custody	£14,036
Other jurisdiction and shared press office costs	£34,916
Total	£4,477,000

2014/15 business plan

- 4.25 A full review of our 2014/15 business plan will be completed in May 2015.

National Audit Office report: *Inspection: A comparative study*

- 4.26 In February 2015 the National Audit Office (NAO) published its comparative study on criminal justice inspectorates. We welcomed this report and the encouraging assessments the NAO made about our work and impact, as well as the findings about how this could be strengthened further. The recommendations of the report will be a focus of activity in the coming year and beyond. Key recommendations we will seek to prioritise or promote include:

- the government should identify which department leads overall policy in relation to inspection and re-engage with the inspection agenda
- inspectorates should do more to exploit the knowledge created from their inspections by identifying and disseminating those findings, recommendations and good practice examples which have had most impact
- there should be clarity concerning (departmental) sponsorship roles, and these should be separate from areas with policy or operational responsibility for the inspected sector, to avoid perceived or actual conflicts of interest
- those charged with governance and overseeing inspectorates' recommendations – for example audit committees and non-executives – should have sufficient direct contact with inspectorates to discuss their findings and progress with implementing their recommendations
- the impact of different rating scales on inspected bodies, the executive and the public should be examined
- there should be shared experience of common inspection practice to learn from other inspectorates and hone practices, especially where there are common elements in missions and objectives
- an accredited inspection training programme should be devised to develop common inspection skills.

Public Accounts Committee report: *Inspection in home affairs and justice*

4.27 The NAO report was considered by the Public Accounts Committee (PAC) on 23 February 2015 and they issued a report on 30 March 2015. Key recommendations we will seek to prioritise or promote include:

- the Cabinet Office should conduct a full review of the appointment, budget allocation and reporting arrangements for Chief Inspectors. It should address specifically whether inspectorates' independence would be best served by independent appointment and sponsorship arrangements, and a measure of direct reporting to Parliament such as annual reports taken by the appropriate select committees.
- the Home Office and the Ministry of Justice should set out how they will measure and hold the inspectorates to account for their performance and impact.
- inspectorates, with departments, need to build a more consistent approach to learning from inspection findings, including identifying what works best, and improving how recommendations are implemented and followed up.
- the Criminal Justice Joint Inspectors Group should set out how it will develop its identification of multi-agency issues that require scrutiny, and how it will demonstrate the impact of inspectorates working together more effectively.

Reports by other bodies

4.28 Reports by other statutory bodies at the end of the year also have a direct bearing on our work. These include the Equalities and Human Rights Commission report: *Preventing deaths in detention of adults*

with mental health conditions; the Justice Committee's reports *Prisons: planning and policies* and *Appointment of HM Chief Inspector of Prisons: Matters of Concern*, and the Welsh Affairs Committee report: *Prisons in Wales and the treatment of Welsh Offenders*. There were also a number of important reports relevant to our work by other non-statutory bodies. We will consider all of these carefully and incorporate relevant findings and recommendations into our work as it is appropriate to do so.

5. The operating context

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

- There will be an election in May 2015. The outcome is uncertain. Whatever the result, there is likely to be a new policy agenda with a significant impact on inspected establishments and the Inspectorate itself. Assessing and responding to these changes is likely to be a significant demand.
- There will be continuing downward pressure on public finances. The Inspectorate and the bodies we inspect will be required to improve, or at least maintain performance, despite reduced budgets.
- Public concern and controversy about crime and significant public interest in the use of custody, including prison, immigration removal centres, children's custody and police detention will continue and the work and findings of the Inspectorate will continue to receive significant scrutiny as a result.
- The prison population will remain within the range of official projections, which suggests that there will be a slow rise in the size of the population.
- The evidence indicates rising levels of violence in prisons and YOIs, much of it serious, and much of it against staff. Other operational imperatives include gang affiliations and the rising prevalence of new psychoactive substances such as 'Spice' (highly potent synthetic cannabinoids that are potentially more harmful than cannabis but do not show up in mandatory drug tests).
- The increase in deaths in prison custody during 2014 indicates a potentially serious ongoing risk.
- Ministerial priorities and the government's 'Transforming Rehabilitation' agenda, currently being implemented, will increase the focus on community-based rehabilitation. It will be necessary to ensure that resettlement work in prisons does not lose impetus.
- The number of children and young people in custody has continued to decrease, leading to a reduction and rationalisation of the youth custody estate. The smaller number of children in custody represent a high risk group of very vulnerable and challenging children whose treatment requires close scrutiny.
- The 'secure college' planned for children and young people will develop through the coming year.
- Women will continue to be a 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, Offenders' Learning and Skills Services (OLASS) provision, resettlement under the 'Transforming Rehabilitation' agenda and as mothers separated from their children.
- In 2015/16 the Care Bill 2014 will become law and the relationship between prisons and statutory social care agencies will change. The net effect should be an improvement in social care outcomes for detainees in prisons. HMI Prisons will need to develop ways to ensure that aspects of social care which are enhanced or deficient are reported appropriately.
- There will continue to be a complex and sensitive immigration policy environment and an ongoing reliance on detention. Concerns about the length of detention and the detention of vulnerable individuals will lead to significant scrutiny of our inspection findings. There will continue to be greater interest in immigration detention across European NPMs as well as other parts of the world.

- Police and Crime Commissioners (PCC) are responsible for police custody facilities while police chiefs remain responsible for operational matters. There is some variability in the priority of custody issues at PCC level.
- The welfare of vulnerable people in police custody will remain a political and public concern. Recommendations from the Home Secretary-commissioned study on vulnerable people in police custody will require a response from joint police custody inspections.
- Court custody inspections have revealed a significant disconnect between the organisations responsible for overseeing the safety and welfare of detainees.
- There have been recent changes in the leadership of some of our key partner inspectorates and their greater interest in custodial environments requires us to be clear about our respective roles.

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, reflects assessments of the Inspectorate's current performance and meets the challenge of our operating environment under four broad strategic themes:
- An independent inspectorate
 - An influential inspectorate
 - An accountable inspectorate
 - A capable inspectorate.
- 6.2 Our operational plan breaks these themes and elements down further into a set of time-limited tasks with clear ownership responsibilities, and sets out how we will use improved outcomes for detainees, stakeholder feedback and efficiency gains to measure success.

An independent inspectorate

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

Key elements

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

the Social Care Act 2014. We will work with Ofsted to develop a framework and Expectations for the inspection of secure colleges once their development is confirmed by a new government.

- 6.8 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. With other inspectorates, we will work to ensure our different inspection rating scales are necessary and understood.
- 6.9 We will consult on and finalise revised methodology and Expectations for our police custody inspections to reflect the findings of the vulnerable people in police custody thematic.
- 6.10 We will continue to deliver effective joint work with other inspectorates and clarify our respective responsibilities where necessary.
- 6.11 We will review our approach to thematic inspections to ensure we can promptly respond to emerging priorities and that we can demonstrate their impact.
- 6.12 We will put arrangements in place to ensure we have the capacity to respond to any changes to our status arising from recommendations made by the NAO, PAC or Justice Committee.

An influential inspectorate

- 6.13 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

- 6.14 We will seek improvement in the treatment and conditions of detainees, as well as aiming to ensure the evidence from our programme of institutional and thematic inspections influences the development of policy in the criminal justice system. We will publish an annual report on our work as well as a series of timely public reports of inspections of institutions. All inspection and thematic reports will include specific recommendations which we will follow up and we will improve the clarity and transparency of how we measure and report progress.
- 6.15 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.
- 6.16 We will work with other inspectorates in our inspections and thematic reviews to improve resettlement outcomes for prisoners and other detainees.
- 6.17 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.
- 6.18 We will promote and support compliance with the Optional Protocol to the UN Convention Against Torture and continue to provide for the coordination of the UK's National Preventive Mechanism. We will monitor and report on our own compliance with OPCAT.

- 6.19 We will respond to the NAO report by developing work to exploit the knowledge created from our inspections by identifying and disseminating those findings, recommendations and good practice examples which have had most impact, working with other inspectorates and partners as appropriate.
- 6.20 We will work with the oversight bodies for the establishments we inspect to agree mechanisms for feeding our inspection findings directly into their audit and risk structures.

An accountable inspectorate

- 6.21 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

- 6.22 We will review this strategy annually and continue to publish an annual business plan. We will develop a new strategy for 2016/17 onwards in 2015/16.
- 6.23 We will review and develop our management information and performance management structures to ensure the effectiveness and efficiency of the Inspectorate.
- 6.24 We will maintain and review an expeditious editorial and quality assurance process to ensure the production of accurate, evidence-based and timely reports.
- 6.25 We will meet our duties under the Public Sector Equality Duty 2010 and re-establish an internal equalities committee to systematically review our internal policies and procedures.
- 6.26 We will meet our responsibilities under the Freedom of Information Act.
- 6.27 We will establish an Advisory Board with a remit to provide scrutiny and challenge over all aspects of the Inspectorate's work.

A capable inspectorate

- 6.28 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

- 6.29 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. We will reduce the risk of any perceived conflict of interest in our use of seconded staff by including additional safeguards in secondment arrangements. We will make the arrangements for the use of our associate inspectors more consistent and transparent.
- 6.30 We will ensure the effective induction, personal development and support of all our staff. We will ensure meaningful performance expectations and management. We will work with other inspectorates to explore the feasibility of developing joint accredited training and act on the results as appropriate.

- 6.31 We will review organisational structures to ensure the maximum efficiency of our inspection process as well as our ability to resource our strategic objectives. We will refresh the membership of our inspection teams and strengthen our governance and quality control functions.
- 6.32 We will establish clear management and leadership expectations as well as transparency in the allocation of resources.
- 6.33 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.
- 6.34 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. The budget allocation for 2014/15 was always indicative, and reflected the government's plan for reduction in the prison estate and closure of a significant number of establishments. The reductions have not been as widespread as predicted at the time of the 2010 Spending Review, and the expected opportunities to reduce the number of inspections in our programme did not occur.
- 7.2 Changes to our inspection and report production processes continue to permit us to operate within a reduced (in real terms) budget while maintaining our programme of work. Travel and accommodation options have become more expensive in many instances as it can be difficult to ensure suitable options via the constraints of the central pan-government contract. Our budget for 2015/16 includes a reduction of our core MOJ budget. However, a review of the cost of inspections of police custody, in partnership with HMIC, resulted in an agreed uplift of funding from the Home Office for the programme of work. The settlement agreed by MOJ in early February 2015 reflects a cumulative saving of 13% on our baseline MOJ budget for the period since the 2010 Spending Review.

Core Ministry of Justice funding

	Baseline	Period covered by Comprehensive Spending Review						New budget			
	2010/11	2011/12	%	2012/13	%	2013/14	%	2014/15	%	2015/16	%
HMI Prisons core (MOJ) budget (£)	3,821,846	3,550,000	-7	3,460,000	-10	3,366,000	-12	3,366,000	-12	3,330,000	-13

Funding for expanded inspection remit

Court cells inspection (£)		84,000		250,000		250,000		250,000		250,000	
Addition for inflation agreed Sept 11 (£)		0		84,000		180,000		272,000		0	
Inflation uplift agreed - new total (£)		0		84,000		0	-100%	0	-100%	0	

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

HMI Prisons core funding new total (£)	3,821,846	3,634,000	-5	3,794,000	-1	3,616,000	-5.5	3,620,000	5.3	3,580,000	6.4
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Income from inspected bodies (Home Office/Youth Justice Board/Extra-jurisdiction requests)

Income	2010/11	2011/12	%	2012/13	%	2013/14	%	2014/15	%	2015/16	%
Other departments (£)	744,000	735,000	-2	735,000	0	790,000	6	861,000	9	890,368	3.5
Of which:											
HO - police	250,000	250,000		250,000		250,000		250,000		350,000	
HO - immigration detention	413,859	352,220		352,220		352,220		352,220		352,220	
YJB - children and young people		132,684		134,583		135,850		135,852		136,529	
YJB - STCs	-	-		-		54,033		53,234		53,234	
<u>In-year additional income</u>											
HO - Border Force custody	-	-		-		13,260		13,260			
Northern Ireland	40,000	40,000		40,000		-		12,340			
MoD - MCTC/ Cyprus/SCF/ Afghanistan	14,500	35,000		-		44,036		14,036			
Isle of Man/ Jersey/Guernsey	-	23,065		-		30,325		36,624			
Cayman Islands	-	-		16,918		-		-			
Bahrain	-	-		-		85,000		64,000			
Shared Head of Communications ⁴	25,641	19,658		19,658		17,727		22,887			
Shared website costs (HMCPSI)	-	-		-		27,110		13,241			
Hotel bookings for CQC inspectors	-	-		-		2,500		3,533			
HMI Prisons total (£)	4,565,846	4,369,000	-5	4,529,000	-1	4,406,000	-4	4,477,000	-2	4,470,368	-3

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.

⁴ Costs for the Head of Communications are shared between HM Inspectorate of Prisons, HM Inspectorate of Probation and Prisons and Probation Ombudsman and have included contributions from HM Inspectorate of Courts Administration and the Ministry of Justice Press Office.

Annex A: Strategic tasks – progress at March 2015

An independent inspectorate		
1	Deliver an effective and comprehensive annual inspection programme.	Y1-4
2	Develop and introduce a usually entirely unannounced, less predictable and more flexible inspection programme.	Y1-4
3	Successfully introduce inspections of additional custody systems.	Y1-3
4	Establish and keep under continuous review a core set of Expectations common to all custodial settings.	Y4
5	Review our inspection methodology to take account of feedback from the NAO and other stakeholders	Y4
6.	Deliver an effective and comprehensive thematic inspection programme singly, as part of the joint criminal justice inspection programme and with other inspectorates where appropriate.	Y1-4
7.	Collate and prioritise thematic topics to ensure they remain relevant and influential.	Y1-4
8.	Respond to any changes to the inspectorate's status arising from the recommendations made by the NAO, PAC or Justice Committee.	Y4

An influential inspectorate		
8	Ensure revised Expectations lead to shorter reports and fewer, sharper and smarter recommendations. Monitor progress of all the inspection and thematic recommendations made.	Y1-4
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.	Y1-4
9	Ensure the evidence from inspections and thematic reports is fed into the development of penal and wider criminal justice policy and practice.	Y1-4
10	Work with partner inspectorates to drive up purposeful activity and resettlement outcomes for prisoners.	Y1-4
11	Ensure the work and findings of the Inspectorate are communicated effectively and independently.	Y1-4
12	Promote compliance with OPCAT and coordinate the NPM.	Y1-4

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.	
15	Develop, consult on and publish an annual business plan and regular strategic plans.	Y1-4
16	Strengthen management information and performance systems.	Y 3-4
17	Strengthen editorial and quality control processes.	Y1-4
	Review our methodology and inspection guidance to ensure best practice and continuous improvement.	Y1-4
18	Meet our responsibilities under the Public Sector Equality Duty 2010.	Y1-4
19	Meet our responsibilities under the Freedom of Information Act.	Y1-4

20	Establish an external advisory board.	Y4
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A capable inspectorate		
21	Re-launch the Inspectorate's recruitment and selection process to recruit staff from diverse backgrounds who meet our competency requirements and whose secondment or employment arrangements do not create a perception of a conflict of interest.	Y2-4
22	Review and develop staff induction, development, support and performance management processes.	Y2-4
23	Undertake and implement a review of the Inspectorate's structure and management roles.	Y3
24	Improve internal communications.	Y1-4
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.	Y1-4
27	Manage risks effectively.	Y1-4

	Complete or progress satisfactory
	Further work required
	Insufficient progress
	New strategic task

8. Business Plan 2015/16

Resources

- 8.1 Following the Spending Review in 2011/12 this business plan reflects efficiency savings made by HM Chief Inspector of Prisons. The business plan for year four 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 efficient management of inspection personnel will enable us to do this. We have now agreed with the Ministry of Justice funding for 2015/16 of £3.58 million, a reduction on the previous budget allocation of 1.5%.
- 8.2 In addition to our core Ministry of Justice funding, we continue to receive additional funding for inspection in other sectors: from the Home Office (immigration and police inspection); the Youth Justice Board (for targeted inspections of children and young people's establishments); the Ministry of Defence (military detention); and other jurisdictions (Northern Ireland/Jersey). Although the additional sources of funding are still to be fully confirmed for 2015/16, and reflecting additional areas of inspection that have added to our responsibilities, we currently anticipate a total of £0.89 million in additional funding. This gives an aggregate Inspectorate funding for 2015/16 of £4.47 million.
- 8.3 We have continued to achieve savings in real terms, despite a growth in our responsibilities, by:
- maximising efficiency in the inspection and report production processes and a consequent reduction in core staff costs
 - embedding our new risk-based, fully unannounced inspection programme, leading to the more efficient use of staff resources
 - increasing our pool of associate inspectors on a fee-paid basis, rather than full-time inspectors
 - stringent control of accommodation and travel costs using new pan-government contracts
 - minimising our administrative and management costs
 - ensuring a more realistic funding arrangement with HMIC concerning police custody inspection.

We predicate our planning on detailed activity measurement in 'inspection hours' which are defined by an agreed criminal justice inspectorates' methodology. The expected funding of £4.47 million allows the Inspectorate to afford 62,311 inspection hours (at an assumed cost of £71.74 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 2015/16 inspection programme of mainly unannounced full inspections, undertaking: <ul style="list-style-type: none"> • 42 inspections of prisons. To include: <ul style="list-style-type: none"> - adult YOIs - one extra-jurisdiction inspections - five announced inspections • Inspections of all YOIs holding children and young people, as agreed with the YJB • Three inspections of STCs for children, delivered in partnership with Ofsted • Three inspections of immigration removal centres 	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	HMDCIP, plus: Specified team leaders Y team leader Y team leader I team leader

<ul style="list-style-type: none"> • 13 inspections of non-residential short-term holding facilities, and three unannounced escort inspections, including three overseas • Jointly with HMIC, nine inspections of police force areas • To inspect three court custody areas, to include all custody suites • Jointly with HMI Probation, inspect offender management in custody during full prison and YOI inspections 		<p>assurance by HMCIP/HMDCIP]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMDCIP and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP/HMCIC and exit survey]</p> <p>Delivered to time and quality [as endorsed by HMCIP 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>P team leader</p> <p>Specified team leader</p>
<p>1.2 Ensure the production and publication of high quality, timely and effective reports.</p>	<p>As scheduled throughout business year. Inspection reports published within 18 weeks of inspection</p>	<p>Inspections delivered to timetable, and maintained or improved responses to the 2015/16 inspection report feedback and stakeholder survey.</p>	<p>HMCIP, HMDCIP, HoS, publications manager, team leaders</p>
<p>1.3 Review the use of prisoner survey and other data in our inspections and reports, ensuring it is used and presented correctly, accurately and consistently.</p>	<p>By end October 2015</p>	<p>Delivered to time and quality [measured and endorsed by HMCIP].</p>	<p>HMDCIP, Head of RD&T, SRO (surveys), team leaders</p>
<p>2. Develop and introduce a usually entirely unannounced, less predictable and more flexible inspection programme.</p>			
<p>2.1 Develop an inspection programme for 2016/17, following consideration of risk.</p>	<p>By end December 2015</p>	<p>Delivered to time and quality [as endorsed by HMCIP and consultation</p>	<p>HMDCIP, Head of RD&T</p>

		feedback]		
2.2	Consult formally as required by the Justice and Police Act 2006 on an inspection programme, dovetailing with the simultaneous consultation on the joint CJS business plan 2016/17.	By end March 2016	Delivered to time and quality [as endorsed by HMCIP] and consultation feedback	HMDCIP, HoS
2.3	Review arrangements currently in place for the annual inspection of YOI institutions.	By end October 2015	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP, Y team leader and Head of RD&T
3. Successfully introduce inspections of additional custody systems.				
4. Establish and keep under continuous review a core set of Expectations common to all custodial settings.				
4.1	Work with HMIC to complete the development of revised police custody Expectations and inspection manual.	By end June 2015, and ongoing	Delivered to time and quality [as endorsed by HMCIP/HMCIC]	P team leader
4.2	Development and implement revised court custody Expectations.	By end June 2015, and ongoing	Delivered to time and quality [as endorsed by HMCIP]	P team leader
4.3	Review expectations for CSC (special unit) facilities, piloted in 2015, and formally consult stakeholders.	By end October 2015	Delivered to time and quality [as endorsed by HMCIP]	O team leader
4.4	Review Expectations for immigration detention.	By end October 2015	Delivered to time and quality [as endorsed by HMCIP]	I team leader
4.5	Ensure learning from Expectations for women's prisons is incorporated in other custodial settings.	By March 2016	Positive feedback from inspected establishments and other stakeholders	O team leader, P team leader, I team leader
4.4	Develop inspection practice papers to reflect developments arising from Transforming Rehabilitation programme and	By end June 2015	Delivered to time and quality [as endorsed by HMCIP]	I and H Team leaders

the Social Care Act 2014.			
4.5 Establish a process for keeping Expectations under continuous review in response to inspection experience, thematic reports, changes in legislation, or other significant events, and ensure methodology allows for developments in human rights standards to be captured.	Ongoing	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T
4.6 Establish an Expectations change control process and ensure Expectations is published in a web-based format.	By end March 2016	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO-M, HoS, publications manager
4.7 Develop criteria and processes for inspecting secure colleges with Ofsted.	To commence when the opening date for the secure college is clarified	Delivered according to agreed timescale	HMDVIP
4.8 Work with Ofsted and Estyn to evaluate thoroughly the need for and quality of Welsh language support in prisons in England and Wales	By October 2015	Delivered to time and quality as [as endorsed by HMCIP] and to the satisfaction of the Welsh Affairs Committee	A team leader
5. Review our inspection methodology to take account of feedback from the NAO and other stakeholders.			
5.1 Maintain the adult and young adults' prisons inspection manual and pre-inspection pack.	Ongoing	Delivered on time and to quality [as endorsed by HMCIP]	SRO-M
5.2 Develop inspection manuals or incorporate as annexes to existing manuals for: <ul style="list-style-type: none"> • children and young people's establishments, including STCs • immigration detention • police custody. 	By end March 2015	Delivered on time and quality [as endorsed by HMCIP]	SRO-M Y team leader P team leader
5.3 Review how we make, review and report on	By October 2015	Delivered according to agreed timescale	O team leader

recommendations so that progress is clearer and more transparent.		with positive feedback from stakeholders	
5.4 With other criminal justice inspectorates examine the potential for making grading systems more consistent between inspectorates and implement any agreed changes.	By October 2015	Delivered according to agreed timetable and endorsed by relevant CIs	Head of RD&T
5.5 Review how we inspect outcomes for children across all forms of custody within remit and make necessary changes.	By December 2015	Delivered to time and quality [as endorsed by HMCIP]	Children's lead inspector
5.6 Revise and publish a child protection and safeguarding policy.	By end July 2015	All staff are aware of HMI Prisons child protection policies. Delivered on time and to a quality [as endorsed by HMCIP]	Y team leader, I team leader, HIS
5.7 Review how we establish and take account of the views of detainees' families and make necessary changes.	By December 2015	Delivered to time and quality [as endorsed by HMCIP]	O team leader
5.8 Publish a summary of our inspection methodology on our website.	By end September 2015	Delivered on time and to quality [as endorsed by HMCIP]	I team leader, Head of Communications
6. Deliver an effective and comprehensive thematic inspection programme singly, as part of the joint criminal justice inspection programme and with other inspectorates where appropriate.			
6.1 Complete the second phase of the joint thematic on substance misuse, with HMIC, HMI Probation, Care Quality Commission and HIW.	September 2015	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	Head of RD&T, SRO (thematics)
6.2 Complete full review on MMPR.	July 2015	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO (thematics)
6.3 Complete work on joint thematic on vulnerable people in police custody, led by HMIC.	July 2015	Delivered to time and quality [as endorsed by HMCIP and	Head of RD&T, SRO-(thematics), P team leader

		HMCIC]	
6.4 Complete findings papers on: <ul style="list-style-type: none"> • first night/induction • prison cells • food • family contact • peer support • pay and earnings • LGBT prisoners • immigration detainees in prison. 	July 2015	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO-P
6.5 Contribute to the first joint CJ inspectorate annual review of Victim's Code with other CJ inspectorates.	Publication November 2015	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	Head of RD&T
6.6 Contribute to the full joint thematic on human trafficking, with CJ and other inspectorates.	Starting autumn 2015	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	Head of RD&T, SRO (thematics)
6.7 Contribute to the full joint thematic on foreign nationals in the criminal justice system (led by HMI Probation).	Scoping from April 2015	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	Head of RD&T, SRO (thematics)
6.8 Complete planning stage for a full joint thematic on redress in 2015/16, with the PPO.	Project plan signed off by HMCIP and PPO by July 2015	Delivered to time and quality [as endorsed by HMCIP and PPO]	Head of RD&T, SRO (thematics)
7. Collate and prioritise potential thematic topics to ensure they remain relevant and influential.			
7.1 Review approach to thematic work to improve HMI Prison's ability to respond to current issues (including process for identifying topics, range of thematic 'outputs', engagement with stakeholders, dissemination strategy).	Review to be completed by end August 2015	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO (thematics), SPO, Head of Communications
7.2 Following review (7.1 above), develop and deliver additional programme of thematic work.	New thematic programme to be agreed by end October 2015	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO (thematics)

7.3	Develop systematic approach to following up recommendations made in thematic work and assessing impact, taking account of learning and recommendations from the NAO comparative study.	October 2015	Delivered to time and quality [as endorsed by HMCIP]	Head of RD&T, SRO (thematics), HoS
7.4	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, Head of RD&T
8. Respond to any changes to the Inspectorate's status arising from the recommendations made by the NAO, PAC or Justice Committee.				
8.1	Develop plans to respond to any legislative or policy changes affecting the Inspectorate's status.	From October 2015 onwards	Delivered to time and quality [as endorsed by the joint Chief Inspectors]	HoS

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	
9. Ensure revised Expectations lead to shorter reports and fewer, sharper and smarter recommendations. Monitor progress of all the inspection and thematic recommendations made.				
9.1	Monitor report length and numbers of recommendations.	Ongoing throughout business year	Maintain reports word count and recommendations count as detailed in HMI Prisons inspection manual. Improved feedback in 2015/16 stakeholder survey responses	HMDICIP, team leaders, HoS, publications manager
9.2	Ensure follow-through of recommendations in all reports.	Ongoing throughout business year	All recommendations followed up. Maintained or	HMDICIP, team leaders, HoS, publications

		improved rates of acceptance and implementation of recommendations as assessed during all inspections	manager	
9.3	Revise inspection report fact pages to ensure they are accurate, comprehensive and useful.	By end October 2015	Delivered to time and quality [as endorsed by HMCIP]	HMDCIP, team leaders, publications manager
9.4	Revise and refine the structure and presentation of inspection reports and recommendations to ensure impact and institutional progress are clearer.	By end August 2015	Delivered to time and quality [measured by HMCIP endorsement and stakeholder feedback].	Publications manager
9.5	Action plans from inspected bodies to be published on our website.	Ongoing	All action plans are uploaded to our website on time.	Head of Communications
9.6	Work to promote a statutory responsibility to provide action plans in response to independent inspection.	Ongoing	Delivered to time and quality [as endorsed by HMCIP]	HMCIP, HoS, SPO
9.7	Develop links with the audit committees and structures of inspected bodies to better ensure learning from inspections has impact.	Ongoing	Delivered to time and quality [as endorsed by HMCIP]	HMCIP, HMDCIP Head of RD&T, SPO
10. 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.				
10.1	Publish an annual report, including financial reports, for April 2014 to March 2015.	Published by end June 2015	Delivered to time and quality [measured by HMCIP endorsement]	HMCIP, Head of RD&T, HoS, publications manager
10.2	Produce and agree project plan for April 2014 to March 2015 annual report.	By end April 2015	Delivered to time and quality [measured by HMCIP endorsement]	HMCIP, Head of RD&T, HoS, publications manager
10.3	Hold a publication launch event	Date to be confirmed	Delivered on time and	HMCIP, Head of

after the 2014–15 annual report.		quality [measured by HMCIP endorsement]	RD&T, HoS, Head of Communications.
11. Ensure the evidence from inspections and thematic reports is fed into development of penal and wider criminal justice policy and practice.			
11.1 Carry out a comprehensive review of the Inspectorate's knowledge management and make recommendations for improving the efficiency of data storage and access.	By end December 2015	Delivered to time and quality [measured by HMCIP endorsement]	Head of RD&T, SRO (surveys)
11.2 Ensure HMI Prisons inspection evidence and expertise feeds into statutory consultations and policy-making forums.	Ongoing throughout business year	Maintained or increased number of consultation responses. To standard agreed by HMCIP	SPO
11.3 Publish a report on the findings from the children and young people's establishment surveys conducted during 2014/15.	Published by end October 2015	Delivered to time and quality [measured by HMCIP endorsement]	SRO (surveys), Y team leader
11.4 Consider the implications of the NAO study into CJ inspectorates and develop strategies that better identify and share good practice findings and increase the positive impact of inspections.	By end March 2016	New approaches are introduced and impact is more clearly demonstrated. Delivered to time and quality (endorsed by HMCIP). Improved stakeholder feedback	HMCIP, HMDCIP, Head of RD&T, HoS, publications manager, SPO
12. Work with partner inspectorates to drive up purposeful activity and resettlement outcomes for prisoners.			
12.1 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
12.2 Maintain effective working relationships with HMI Probation and agree joint methodologies for inspecting rehabilitation outcomes in the	By June 2015	Clear and accepted healthy prison assessments for resettlement. Positive stakeholder feedback	I team leader, inspection team leaders

new environment created by Transforming Rehabilitation.			
12.3 Maintain and develop effective working relationships with CQC and Healthcare Inspectorate Wales.	Ongoing throughout the year	Improved joint working and clarity about our respective roles.	Head of health care
13. Ensure the work and findings of the Inspectorate are communicated effectively and independently.			
13.1 Maintain a communications strategy that supports the Inspectorate's independence and work. Ensure 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.	Ongoing throughout business year	Delivered to time and quality [measured by HMCIP endorsement]	Head of Communications
13.2 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, stakeholder survey feedback, social media traffic]	HMCIP, HMDCIP, Head of Communications
14. Promote compliance with OPCAT and coordinate the NPM.			
14.1 Strengthen the protection of those in detention through	Ongoing	Delivered to time and quality as agreed	SPO

<p>coordinated and collaborative work on relevant issues:</p> <ul style="list-style-type: none"> • complete work on solitary confinement and isolation • identify future thematic work • support member-led thematic work • submit NPM comments on policy and legislation as appropriate • support and attend NPM subgroups. 		<p>[measured by HMCIP/ endorsement from NPM Steering Group and members]</p>	
<p>14.2 Comply with the NPM mandate established by OPCAT:</p> <ul style="list-style-type: none"> • evaluate OPCAT compliance through self-assessment, to inform future actions to strengthen NPM • take forward plans to strengthen NPM governance, to include recruitment of independent chair • work to ensure UK government safeguards NPM mandate • coordination support to other members' efforts to strengthen OPCAT compliance • active engagement in relevant international processes and with international bodies (including SPT, CPT) 	<p>By end of business year</p>	<p>Delivered to time, positive feedback from NPM steering group and members.</p> <p>Strengthened governance.</p> <p>Acknowledgment of improvements from SPT.</p>	<p>SPO</p>
<p>14.3 Raise awareness of the NPM – institutionally, in the UK and internationally:</p> <ul style="list-style-type: none"> • seek and contribute to international NPM forums • identify training needs and produce resources • create standalone NPM website and social media strategy • NPM profile raised through HMI Prisons 	<p>Ongoing throughout business year (website launched by May 2015)</p>	<p>Delivered to time. Positive feedback from NPM members</p>	<p>HMCIP, SPO</p>

communications <ul style="list-style-type: none"> produce, launch and disseminate NPM 2015/16 annual report. 			
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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
15. 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.			
15.1 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
15.2 Assess the impact and recommendations of the NAO study in to CJ Inspectorates. Develop the Inspectorate's relationship with the Justice Select Committee.	Ongoing throughout business year	Delivered to time and quality [as endorsed by HMCIP]	HMCIP, HoS
16. Develop, consult on and publish an annual business plan and regular strategic plans.			
16.1 Produce and consult on a business plan for HMI Prisons 2016/17, which accords with the equivalent plans of the CJICG.	Published by end March 2016	Delivered to time and quality [as endorsed by HMCIP]	HoS, Head of RD&T, HIS
16.2 Produce and consult on a new corporate/strategic plan for HMI Prisons for 2016/19.	Published by end March 2016	Delivered to time and quality [as endorsed by HMCIP]	HoS, Head of RD&T, HIS
17. Strengthen management information and performance systems.			
17.1 Ensure staff have clear work and development plans linked to the required competencies	By end May 2015	All staff have work and development plans. Improved staff	HMCIP, team leaders

and with clear, measurable objectives linked to the Inspectorate's business and strategic plans.		responses from internal communications survey	
17.2 Undertake and review survey feedback from stakeholders, staff and inspected establishments. Ensure feedback includes focus on impact and improvement as a consequence of inspection.	By end November 2015.	Accurate and relevant data being used in our planning processes.	Head of RD&T
17.3 Review the collation of HMI Prisons management information and how it can be better used to monitor business objectives.	By end March 2016	Delivered to time and quality [as endorsed by HMCIP]	HoS
18. Strengthen editorial and quality control processes.			
18.1 Review report tracking and timeliness and quality alerts systems.	Ongoing throughout business year	Maintained or improved report timeliness and quality	HoS, publications manager
18.2 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
18.3 Review editorial processes and timetable to better understand how publication delays are occurring with a view to expediting ending publication delays.	By end October 2015	Fewer delays in the 18 week editorial process.	Publications manager
19. Meet our responsibilities under the Public Sector Equality Duty 2010.			
19.1 Undertake a full review of how we improve governance and better manage the promotion of diversity and equality in HMI Prisons	To be undertaken by end March 2016	Delivered on time and to quality [as endorsed by HMCIP]	HoS, HIS, SPO

19.2 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]	HoS, Head of RD&T, HIS
19.3 Fully review our approach to recruitment, taking account of the need to increase the diversity of inspectorate staff.	By end March 2016	Improved diversity of staff and internal monitoring systems. Results published on time	HoS
19.4 Ensure thematic inspections address equality issues.	Ongoing throughout business year	Improved feedback from stakeholder survey	HMCIP, SRO-P
19.5 Maintain a systematic programme of staff briefing and training on equality issues as part of development days.	Ongoing	Improved feedback from stakeholder survey.	HoS
19.6 Ensure any advisory structures provide expertise on equality and diversity issues.	March 2016	Delivered on time and quality [as endorsed by HMCIP]	HoS
20. Meet our responsibilities under the Freedom of Information Act.			
20.1 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
21. Establish external advisory board.			
21.1 Agree draft terms of reference and role of advisory function which may include audit, CI peer review, advice on Expectations and thematic topics.	By end March 2016	Improved governance and consultation structures, delivered on time [as endorsed by HMCIP]	HoS
21.2 Recruit members of the advisory board.	By end March 2016	The board is established and operating effectively	HoS
21.3 Place information concerning the professional background of HMI Prisons staff on our	By end October 2015	Improved governance and consultation structures, delivered	Head of Communications.

website.		on time [as endorsed by HMCIP]	
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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
22. Relaunch the Inspectorate's recruitment and selection process to recruit staff from diverse backgrounds who meet our competency requirements.			
22.1 Produce a consistent, written Inspectorate-specific recruitment procedure and documentation.	By end March 2016	Delivered on time and quality [as endorsed by HMCIP]. Improved recruitment of staff from diverse backgrounds	HoS
22.2 Update the vacancy section on the Inspectorate website.	Ongoing	Delivered on time and quality [as endorsed by HMCIP]	Head of Communications
22.3 Ensure a good skill mix on each inspection team and ensure the recruitment of capable inspectors.	Ongoing throughout business year	Even balance achieved and maintained on each inspection team [as endorsed by HMCIP]. Improved feedback from staff diversity survey	HMDCIP
22.4 Maintain a pool of capable fee-paid associate inspectors.	Ongoing throughout business year	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP
22.5 Clarify working arrangements for associate inspectors.	By end April 2016	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP, HIS, P team leader
23. Review and develop staff induction, development, support and performance management processes.			
23.1 Update the induction process	Ongoing	Delivered on time and	HMDCIP, HIS, team

and ensure that it equips all staff to meet the competencies required of their role.		quality [as endorsed by new staff and line manager feedback]	leaders
23.2 Ensure all staff receive regular in-year feedback, including individual supervision, and employed staff receive annual appraisals in accordance with the PMR system.	Ongoing throughout business year	Delivered on time and quality. Improved feedback from internal staff communications survey	HMDCIP, team leaders
23.2 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. The plan should address the need for operational and C&R training and updates.	By end October 2015	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, HoS
23.3 Ensure all staff receive child protection/safeguarding training and that systems are created that ensure this work is regularly updated.	By end September 2015	Delivered to time and quality [as endorsed by HMCIP].	Y team leader, I team leader, HIS
23.4 Provide writing training to inspectors as required.	Ongoing	Delivered to time and quality [as endorsed by HMCIP]	HIS, publications manager
24. Undertake and implement a review of the Inspectorate's structure and management roles.			
24.1 Introduce, develop and embed the new role and function of the Head of Secretariat. Develop structures and systems to support this model.	By end March 2016	Delivered on time and quality [as endorsed by HMCIP]	HMCIP, HoS HMDCIP, all managers
24.2 Maintain and develop policy forums.	Ongoing through the business year.	Delivered on time and quality [as endorsed by HMCIP]. Successful implementation of strategic and business plan objectives	All team leaders, SPO

25. Improve internal communications.			
25.1 Maintain whole Inspectorate development meetings in which all staff have an opportunity to actively participate. Review arrangements for the setting of Development Day agendas and feedback following each event.	Every two months throughout business year	Delivered on time and quality [as endorsed by HMCIP]. Maintained or improved staff communications survey responses	HoS, Head of RD&T
25.2 Ensure all staff attend structured, minuted team meetings held at least every two months.	Ongoing throughout business year	Delivered on time and quality. Improved staff communications survey responses	HMCIP, team leaders
25.3 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
26. Review the role of inspection support staff.			
26.1 Maintain relationship between inspection support staff and inspection teams.	Ongoing throughout business year	Delivered on time and quality [as endorsed by HMCIP]	HoS
27. Negotiate improvements in back office services provided by the Ministry of Justice or alternative arrangements.			
27.1 Escalate shortcomings in IT performance and work with other Ministry of Justice arms lengths bodies to achieve improvement.	Ongoing throughout business year	Concerns flagged with other Ministry of Justice arms lengths bodies to time. Actions for improvement implemented as agreed. Improved staff communications survey responses	HMCIP, HIS
28. Manage risks effectively.			
28.1 Maintain and keep under	Ongoing throughout	Delivered on time and	HoS, HMCIP, HIS,

review a strategic risk register.	business year	quality [as endorsed by HMCIP]. Risks effectively identified and mitigated	team leaders
28.2 Conduct a health and safety review and implement any necessary improvements.	Review completed quarterly	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP, HIS, team leaders
28.3 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
28.4 Conduct a review of contingency plans and implement any necessary improvements.	Review completed quarterly	Delivered on time and quality [as endorsed by HMCIP]	HMDCIP, HIS, team leaders
28.5 Keep under review staff safety ensuring all have been offered C&R break away training and other operational training as required.	Ongoing	Delivered to time and quality as endorsed by HMCIP.	HMDCIP, team leaders, HIS

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.

