



HM Inspectorate of Prisons

Strategic objectives 2016–19 and business plan 2016/17

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Foreword

This is my first strategic and business plan since being appointed HM Chief Inspector of Prisons in February 2016. At my pre-appointment hearing in November 2015, the Justice Select Committee asked that I produce a strategy for the Inspectorate within three months of becoming Chief Inspector, which would describe the objectives I intend the Inspectorate to achieve during my tenure. This document therefore sets out the strategic objectives for the period 2016–19, together with a business plan for 2016/17 which details the first year’s activities in support of the longer-term strategy.

The overall strategy is intended to be sufficiently flexible to take account of changes in our operating environment. The Government is developing a wide ranging programme of reform in our prisons, and the Inspectorate must ensure that it has both the capability and capacity to produce authoritative assessments of the impact of the reform programme through the process of inspection. To that end we will be conducting a comprehensive review of the *Expectations* that inform our judgements, to ensure that they remain relevant in an environment that is likely to change quickly. This will not involve any compromise to our essential independence or our values. However, it will ensure that policymakers will have a substantial body of objective data and robust judgements against which to measure the impact of their policies. There is a clear public interest in prisoners being held securely in safe, decent conditions. Currently, this is all too often not the case, with some prisons becoming ever more violent and dangerous; this in turn has a negative impact on the chances of successful rehabilitation for prisoners. I firmly believe that through its work the Inspectorate can contribute not only to the interests of prisoners, but also to the wider public interest.

The strategic plan and the annual business plan have a clear focus on increasing the impact of the Inspectorate’s work. One way of achieving this will be through the continuing emphasis on joint working with our wide range of partners. We will also be giving greater prominence to the action plans produced by inspected establishments in response to our observations.

We have received very positive feedback about our work from our stakeholders. The responses we have received to our statutory consultation process have endorsed our future direction of travel as set out in this document. We have set out a demanding programme of work that uses the feedback we received in 2015/16 to further develop our core strategic themes of independence, influence, accountability and capability. We have added a new theme this year to reflect our joint work with other inspectorates and organisations.

The Inspectorate is a small organisation but our ambition is to be responsive, flexible, authoritative and influential. We will keep our strategy and supporting plans under review and we will publish reports on our progress each year.

Peter Clarke CVO OBE QPM
Chief Inspector of Prisons

April 2016

1. Introduction

I.1 This document provides a framework for the delivery of our work. Our strategic objectives set out our vision and objectives for the next three years. The business plan for 2016/17 describes our planned work for the coming year under our strategic objectives.

I.2 The plan sets out HM Inspectorate of Prisons' (HMI Prisons) mandate and values. It outlines assumptions about future changes in our operating context and the high-level risks associated with delivering our work. The work of the Inspectorate is described under five themes:

- **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. Our values-based approach, our independent *Expectations* and our methodology will support us in ensuring human rights standards are maintained and outcomes for detainees improve across the different custodial settings we inspect.

- **An influential inspectorate**

We will inspect and report in an open way, challenging constructively those responsible for the institutions we inspect. We will ensure that evidence from our inspections informs policy and practice and contributes to improving outcomes for those held in custody. Our communications strategy will ensure that findings from our inspections are made accessible to a wide range of stakeholders, including the public.

- **An accountable inspectorate**

We will manage our resources efficiently and undertake our work in a professional manner. We will account for our performance and continue to demonstrate value for money.

- **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 strive to increase the diversity of our workforce. We will use our resources efficiently to maximise the quality of our inspections and improve treatment and conditions for detainees.

- **A collaborative inspectorate**

We will meet our statutory obligation to work collaboratively with our criminal justice partners, as well as other key stakeholder partners, to better promote conditions for detainees. As the coordinator of the National Preventive Mechanism (NPM), we will work with the NPM membership to increase OPCAT (UN Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment) compliance and coordinate joint working.

I.3 These themes are broken down into a number of strategic tasks. The strategy is set against our risks and funding assumptions. A detailed business plan for 2016/17 is incorporated.

Consultation

- I.4 In preparing this strategy we 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, and considered the views of key policymakers and observers on likely changes in our external environment. We also shared the strategy with the Justice Select Committee and other key stakeholders and partners.
- I.5 Our inspection programme for 2016/17 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 the consultation and this plan incorporates those responses.

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 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 HM Chief Inspector of Prisons 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 detainees and the conditions in which they are held. HM Chief Inspector of Prisons jointly inspects police custody with HM Chief Inspector of Constabulary as part of the programme of work with other criminal justice inspectorates undertaken under the auspices of the Police and Justice Act 2006.

2.5 HM Chief Inspector of prisons' 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).

Expectations

- 2.6 *Expectations* is the document which sets out the detailed criteria HMI Prisons uses to appraise and inspect prisons and other custodial establishments. These criteria are used to examine every aspect of life in detention, from arrival to release.
- 2.7 *Expectations* are based on international human rights standards, as well as issues considered essential to the safe, respectful and purposeful treatment of detainees in custody and their effective resettlement. *Expectations* are also based on the rules, regulations and guidelines by which the custodial establishment is run.
- 2.8 With reference to prisons, the concept of a healthy prison is one that was first set out by the World Health Organisation, but it has been developed by HMI Prisons and is now widely accepted as a definition of what ought to be provided in any custodial environment. It rests upon four key tests.
- Safety: prisoners, even the most vulnerable, are held safely.
 - Respect: prisoners are treated with respect for their human dignity.
 - Purposeful activity: prisoners are able, and expected, to engage in activity that is likely to benefit them.
 - Resettlement: prisoners are prepared for release into the community, and helped to reduce the likelihood of reoffending.
- 2.9 This year, we plan to set up an HMI Prisons Development Project which will review and revise our healthy prisons structure and our *Expectations* criteria for adult prisons to take account of the Government's prison reform programme, legislative proposals and the Taylor, Coates and Acheson reviews.

UN Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)

- 2.10 HMI Prisons coordinates and forms part of the 20-body National Preventive Mechanism (NPM), by which the UK delivers its obligations as a party to OPCAT to ensure the regular, independent and preventive inspection of all places of custody. 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.
- 2.11 To comply with its OPCAT mandate, improve the treatment and conditions for those deprived of their liberty, and prevent torture and ill-treatment, the UK NPM and its members may also comment on existing or draft legislation and make recommendations to authorities based on human rights standards.
- 2.12 As the coordinator of the NPM, HMI Prisons works with the NPM membership to increase OPCAT compliance and coordinate joint working. The NPM receives guidance and advice from the UN Subcommittee on Prevention of Torture and HMI Prisons liaises with the Ministry of Justice, the sponsor body for the NPM.

HMI Prisons' values

- 2.13 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. Resources

- 3.1 As part of the Government's Spending Review, we submitted further savings proposals which were accepted by the Ministry of Justice (MoJ). Our budget allocation for 2016/17 is set out below and includes a reduction of our core MoJ budget.

Ministry of Justice (core funding)	£3,507,000
YJB – child detention (tbc)	£136,528
YJB – secure training centres (tbc)	£56,982
Home Office – immigration detention	£352,220
Home Office – police custody	£300,000
Home Office – customs custody	£13,260
Ministry of Defence – secure forces custody	£14,036
Other jurisdiction and shared press office costs	£70,454
NPM members	£19,000
Total	£4,469,480

- 3.2 In addition, by invitation, HM Chief Inspector of Prisons also carries out inspection of military detention facilities, prisons in Northern Ireland (on behalf of 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.
- 3.3 There are currently 68¹ staff and fee-paid associates at the Inspectorate. Our staff and fee-paid associates come from a range of professional backgrounds. While many have experience of working in prisons, others have experience in social work, probation, law, youth justice, health care and drug treatment, social research and policy. We have a small secretariat function which includes finance, HR and inspection support, press, publications, policy and NPM coordination.

¹ As at 31 March 2016

4. The operating context

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

- Ensuring that we are flexible and responsive to the Government's prison reform agenda is likely to be a significant demand; this will include responding to the reviews by Dame Sally Coates, Charlie Taylor and Ian Acheson which have been commissioned by the Ministry of Justice.
- The threat of potential radicalisation in prisons remains a concern. The review undertaken on behalf of the Secretary of State will, in all likelihood, make recommendations on how prisons respond to this and in turn how such responses should be scrutinised and/or inspected.
- There will be continuing downward pressure on public finances. The Inspectorate will doubtless continue to have to offer up savings as part of the Government's Spending Review. The Inspectorate and the bodies we inspect will be required to improve, or at least maintain performance, despite reduced budgets.
- The Government's Transforming Rehabilitation reforms are continuing and Community Rehabilitation Companies are becoming embedded across the country. Considerable challenges remain for joint working and the consistency of outcomes.
- Recent revelations around Medway Secure Training Centre have raised significant public concern about the way these institutions are run.
- Public concern and controversy about crime and significant public interest in the use of custody, including prison, immigration detention, 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 (new drugs such as 'Spice' that are developed or chosen to mimic the effects of illegal drugs such as cannabis, heroin or amphetamines and may have unpredictable and life threatening effects).
- The increase in deaths in prison custody during 2015 indicates a potentially serious ongoing risk.
- While the majority of the women's estate remains settled, the closure of HMP Holloway may have implications for the custody of women in London and surrounding areas.
- 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, most recently raised in the Shaw report, will lead to significant scrutiny of our inspection findings. The high levels of migration across Europe

present ongoing challenges for the Home Office and may have an impact on the use of detention.

- We will be introducing revised *Expectations for police custody* and revised inspection methodology at the start of this business year.
- There will be continued international interest in our work from other NPMs, countries trying to establish independent detention monitoring and the UN Subcommittee on Prevention of Torture (SPT) and the European Committee for the Prevention of Torture (CPT).

5. Strategic objectives 2016–19

An independent inspectorate		
1	Inspect and report publically on the treatment and conditions of those held in detention.	
2	Undertake a review of all <i>Expectations</i> to ensure that they remain relevant and reflect evolving human rights standards and other changes in the external environment.	
3	Keep under review our inspection methodology and inspection guidance to ensure best practice and continuous improvement.	
4	Develop a protocol between HMI Prisons and the Ministry of Justice.	

An influential inspectorate		
5	Enhance our influence on the establishments we inspect by using lessons from our inspections to contribute to policy making.	
6	Share best practice and support establishments in making improvements to outcomes for detainees.	
7	Promote compliance with OPCAT.	
8	Maintain stakeholder confidence in our work.	

An accountable inspectorate		
9	Plan and deliver an annual report to be laid before Parliament.	
10	Develop and publish an annual business plan.	
11	Ensure a high standard of corporate governance.	
12	Be able to demonstrate the impact of our work on policy and practice.	
13	Conduct and publish an annual self-assessment of HMI Prisons' compliance with OPCAT.	

A capable inspectorate		
14	Ensure we have an appropriately skilled and expert workforce who are supported in carrying out their roles effectively.	
15	Embed our commitment to equality, diversity and inclusion across the Inspectorate.	
16	Develop and implement an HMI Prisons business continuity plan.	

A collaborative inspectorate		
17	Work with inspection partners to add value and enhance outcomes for detainees.	
18	Actively contribute to the joint criminal justice inspection and thematic programme.	
19	Coordinate the work of the 20-member NPM to increase OPCAT compliance and deliver joint projects.	
20	Provide the secretariat function to the HMI Prisons/HM Inspectorate of Constabulary/Care Quality Commission (CQC) Joint Inspection Programme Board.	
21	Continue to develop and deliver joint work with other partners as appropriate.	

6. Business plan 2016/17

- 6.1 The business plan is divided into the five strategic themes set out in our strategic plan. Under each theme, clear and time-bounded deliverables are identified, together with how we will measure success.
- 6.2 This plan will be reviewed regularly by the Inspectorate's management board (MB) to assess progress.

An independent inspectorate

Objective I:

We will inspect and report publically on the treatment and conditions of those held in detention.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
Ia	Deliver a largely unannounced inspection programme for 2016/17 as consulted, publishing reports in a timely fashion.	Progress reviewed at monthly Ops meetings. Inspection programme delivered by the end of the business year. Timescales are detailed in our inspection framework document.	Delivered to time and quality (as endorsed by CI)	DCI
Ib	Develop a 2017/18 annual inspection programme for consultation.	Developed by Dec 2016. Signed off by MB by Jan 2017. Consultation with stakeholders started by Feb 2017.	Delivered to time and quality (as endorsed by CI)	DCI, HoRDT
Ic	Deliver and implement a Children's plan which sets out the priorities for 2016/17, how the work is coordinated internally and how key relationships are managed with partners.	Plan drafted by Mar 2016 and presented to MB. Progress against plan reported to MB throughout the year. Implemented by Mar 2017.	Delivered to time and quality (as endorsed by CI)	Y TL
Id	Develop a project plan for the joint HMI Prisons/HMIC inspection of TACT detainee facilities which will be carried out in the next business year.	Draft project plan completed by Apr 2016. Project to be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI)	P TL

Objective 2:

Undertake a review of all *Expectations* to ensure that they remain relevant and reflect emerging human rights standards and other changes in the external environment.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
2a	Set up an HMI Prisons Development Project which will review and revise our healthy prisons structure and our <i>Expectations</i> criteria for adult prisons; to take account of the Government's prison reform programme, legislative proposals and the Taylor, Coates and Acheson reviews.	Working group established by Apr 2016. Project plan developed by June 2016. Regular updates to MB throughout the year. Review and revisions completed by the end of the business year. Plan for stakeholder consultation completed by the end of the business year.	Delivered to time and quality (as endorsed by CI)	DCI, O TL, SPO/ NPMC
2b	Undertake a review of all current <i>Expectations</i> to establish priorities for updating, and develop an achievable plan for making revisions.	Review completed by the end of the business year. Project plan for revision work completed by the end of the business year.	Delivered to time and quality (as endorsed by CI)	DCI
2c	Taking into account the outcome of the review of all <i>Expectations</i> , to complete current planned programme of revisions: <ul style="list-style-type: none"> • develop and implement revised <i>Expectations for court custody</i> • revise <i>Expectations for immigration detention</i> 	Completed and consulted on by end of business year. Completed and consulted on by end of the business year. Regular updates to MB throughout the year.	Delivered to time and quality (as endorsed by CI)	I and P TLs
2d	Develop web-based versions of all revised <i>Expectations</i> so that updates can be made as required. This should include mechanisms for communicating changes to stakeholders.	Completed by the end of the business year (reliant on the above deliverables being achieved).	Delivered to time and quality (as endorsed by CI)	HoS, PM, HoC

Objective 3:

Keep under review our inspection methodology and inspection guidance to ensure best practice and continuous improvement.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
3a	Launch and embed the police inspection methodology.	Launch by Apr 2016. Regular updates to the Programme Board. Embedded by the end of the business year.	Delivered to time and quality (as endorsed by CIs of HMI Prisons and HMIC)	P TL
3b	Review and enhance methodology for consulting with detainees by revising surveys as and when new <i>Expectations</i> are developed, taking into account developments in YOI/STC inspection.	Completed by the end of the business year (dependent on delivery of 2a and 2c). Regular updates to MB.	Delivered to time and quality (as endorsed by CI)	HoRDT
3c	Review the way in which prisoner groups are sampled and conducted.	Regular updates to MB. Completed by Oct 2016.	Delivered to time and quality (as endorsed by CI)	HoRDT
3d	Implement revised approach to analysing and reporting on qualitative comments in surveys.	Regular updates to MB. Completed by Oct 2016.	Delivered to time and quality (as endorsed by CI)	HoRDT

Objective 4: Develop a protocol between HMI Prisons and the Ministry of Justice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
4a	Work with the sponsor team at the MoJ to develop a protocol between HMI Prisons and the MoJ	Consult with relevant stakeholders by Apr 2016. Internal sign off of protocol by May 2016. Share a draft with the Justice Committee before Parliamentary summer recess. Publish protocol on HMI Prisons website by October 2016.	Delivered to time and quality (as endorsed by CI)	HoS

An influential inspectorate

Objective 5:

Enhance our influence on the establishments we inspect by using lessons from our inspections to contribute to policy making.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
5a	Regularly review and prioritise potential thematic topics to ensure they remain relevant and influential: <ul style="list-style-type: none"> complete and publish three thematics as agreed by the MB. 	Individual project plans to be delivered by May, Sept and Dec to be agreed by Apr 2016. Thematics published according to agreed schedule.	Delivered to time and quality (as endorsed by CI)	HoRDT PM
5b	Develop new format(s) for short, accessible and impactful publications, which fully exploit our existing evidence and survey data.	New formats developed by end of business year. Regular updates and samples to MB.	Delivered to time and quality (as endorsed by CI)	DCI, HoRDT
5c	Ensure findings from thematics and other publications are effectively disseminated to reach key audiences and maximise impact.	Ongoing.	Delivered to time and quality (as endorsed by CI)	HoC, HoRDT
5d	Ensure the evidence from inspections and thematic reports is fed into the development of penal and wider criminal justice policy and practice.	Ongoing.	Delivered to time and quality (as endorsed by CI)	CI, DCI, TLs, HoRDT
5e	Respond to relevant consultations and publish them on our website.	Ongoing.	Delivered to time and quality (as endorsed by CI)	SPO/ NPMC, HoC

Objective 6:

Share best practice and support establishments in making improvements to outcomes for detainees.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
6a	Develop effective methods for collating, sharing and disseminating good practice.	By Oct 2016.	Delivered to time and quality (as endorsed by CI)	I TL
6b	Make fewer, sharper and smarter recommendations.	By Oct 2016.	Delivered to time and quality (as endorsed by CI)	O TL

**Objective 7:
Promote compliance with OPCAT.**

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
7a	Contribute to isolation and solitary confinement guidance.	By end of business year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC
7b	Take forward thematic work on transitions and pathways in conjunction with other NPM members.	By end of business year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC/ TLs
7c	Implement protocols to protect detainees from coming to harm as a result of their contact with HMI Prisons.	By end of business year. Police protocol implemented by Apr 2016.	Delivered to time and quality (as endorsed by CI and other signatories)	SPO/ NPMC/ P TL

Objective 8: Maintain stakeholder confidence in our work.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
8a	Gather and analyse feedback from stakeholders on a regular basis.	Annual stakeholder survey carried out by Nov 2016. Responses to stakeholder survey analysed and reported to MB and staff by Jan 2017. Findings from exit surveys and inspection report feedback surveys reviewed by MB by Jan 2017.	Delivered to time and quality (as endorsed by CI)	HoRDT
8b	Respond to correspondence and telephone calls promptly and effectively and ensure critical information is fed into intelligence kept on each establishment.	Provide monthly figures and trends to MB.	Delivered to time and quality (as endorsed by CI)	HoS, AM

An accountable inspectorate

Objective 9:

Plan and deliver an annual report to be laid before Parliament.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
9a	Our annual report 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.	Laid before Parliament by the 2016 summer recess.	Delivered to time and quality (as endorsed by CI)	PM

Objective 10:

Develop and publish an annual business plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
10a	Draft business plan 2017/18 developed and published.	Draft developed by Feb 2017. Agreed by MB by Mar 2017. Business plan published on HMI Prisons website by Apr 2017. Progress against business plan monitored on a monthly basis by MB.	Delivered to time and quality (as endorsed by CI)	HoS PM

Objective 11:

Ensure a high standard of corporate governance.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
11a	A dynamic risk register developed and regularly reviewed by MB.	By Apr 2016 and quarterly.	Delivered to time and quality (as endorsed by CI)	HoS
11b	Ensure effective and transparent management of budget while delivering on expected performance and meeting business objectives.	Detailed forecast developed by Apr 2016 (subject to settlement confirmation by MoJ). Monthly forecast reviewed by DCI. Monthly forecast reported to MB.	Delivered to time and quality (as endorsed by CI)	CI, DCI, HoS, HoFHRIS

I1c	Review and strengthen internal governance structures.	MB to agree review and project plan.	Delivered to time and quality (as endorsed by CI)	CI, DCI, HoS
I1d	Review records and information management systems and processes.	Phase I deletion of old documents to be completed by May 2016. Project plan for next phase by July 2016. Complete by end of business year.	Delivered to time and quality (as endorsed by CI)	HoRDT, HoFHRIS
I1e	Embed fire, health and safety processes, systems and training.	Fire, health and safety policy and associated documents consulted on by Apr 2016. Fire, health and safety policy and associated documents embedded by June 2016. Yearly mandatory fire awareness training completed by all staff. Fire, health and safety committee to meet bi-annually and review risk register. Fire, health and safety risk register updated regularly and submitted to MoJ and unions.	Delivered to time and quality (as endorsed by CI) Improved status on MoJ audit returns	DCI, HoS, HoFHRIS

Objective 12:

Be able to demonstrate the impact of our work on policy and practice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
I2a	Actively monitor the progress of all inspection and thematic recommendations.	Ongoing.	Delivered to time and quality (as endorsed by CI)	DCI, TLs
I2b	Undertake further work to develop ways of monitoring, measuring and demonstrating our impact.	Ongoing.	Delivered to time and quality (as endorsed by CI)	DCI, TLs

Objective 13:**Conduct and publish an annual self-assessment of HMI Prisons' compliance with OPCAT.**

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
13a	Conduct an annual peer-reviewed self-assessment of HMI Prisons' compliance with OPCAT.	Self-assessment completed by June 2016. Results of self-assessment published by Aug 2016.	Delivered to time and quality (as endorsed by CI)	SPO

A capable inspectorate

Objective 14:

The Inspectorate has an appropriately skilled and expert workforce who are supported in carrying out their roles effectively.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
14a	Develop and implement a People Strategy which will include a recruitment plan and an induction, training, learning and development model.	Question-led induction introduced in Jan 2016. Plan by July 2016. Staff consulted by Dec 2016. Implemented by the end of the business year.	Delivered to time and quality (as endorsed by CI)	HoS, HoFHRIS
14b	Establish mechanisms for staff to feed back their views, such as through the 2016 HMI Civil Service People Survey and development days.	2016 HMI Civil Service People Survey completed by HMI Prisons staff by set deadline. Survey results analysed and discussed at MB by Jan 2017. Headline results discussed with staff by Jan 2017. Managers to continue to provide opportunity for feedback as part of the one-to-one process.	Delivered to time and quality (as endorsed by CI) Staff are engaged and feel listened to	HoS
14c	Arrange management refresher courses for existing managers and training for new managers.	Courses arranged and completed by the end of the business year.	Delivered to time and quality (as endorsed by CI)	HoS, HoFHRIS

Objective 15:

Embed our commitment to equality, diversity and inclusion across the Inspectorate.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
15a	Introduce mandatory diversity awareness training.	By end of business year.	Delivered to time and quality (as endorsed by CI)	HoS
15b	Establish an Equality and Diversity Group and develop a strategy.	Report proposals to MB by Apr 2016. Group and terms of reference established by July 2016.	Delivered to time and quality (as endorsed by CI)	HoS

15c	<p>Monitor and improve diversity of HMI Prisons workforce:</p> <ul style="list-style-type: none"> • establish internal mechanism for collecting diversity data • review retention recruitment processes as part of the People Strategy work. 	<p>Proposals put forward to the April MB.</p> <p>By end of business year.</p> <p>By end of business year.</p>	Delivered to time and quality (as endorsed by CI)	HoS, HoRDT, HoFHRIS
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Objective 16: Develop and implement an HMI Prisons business continuity plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
16a	Develop and implement an effective business continuity plan.	By Sept 2016.	Delivered to time and quality (as endorsed by CI)	HoS, HoFHRIS

A collaborative inspectorate

Objective 17:

Work with inspection partners to add value and enhance outcomes for detainees.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
17a	Continue to work collaboratively with Ofsted.	Ongoing.	Delivered to time and quality (as endorsed by CI)	A TL
17b	Continue to work collaboratively with Estyn.	Ongoing.	Delivered to time and quality (as endorsed by CI)	A and O TLs
17c	Continue to work effectively in partnership with HMI Probation and HMIC.	Ongoing.	Delivered to time and quality (as endorsed by CI)	CI, DCI, TLs
17d	To work with health care partners and regulators including NHS England, CQC, General Pharmaceutical Council, Health Inspectorate Wales and Regulation and Quality Improvement Authority.	Ongoing.	Delivered to time and quality (as endorsed by CI)	HoH
17e	Develop an MoU with the Independent Chief Inspector of Borders and Immigration (ICIBI).	MoU drafted by Mar 2016. MoU agreed by Apr 2016.	Delivered to time and quality (as endorsed by CI and ICIBI)	I TL
17f	Respond to recommendations arising from reviews by Dame Sally Coates and Charlie Taylor.	Ongoing.	Delivered to time and quality (as endorsed by CI)	CI, DCI
17g	Take a lead role in contributing to the Government's Prison Reform Agenda.	Ongoing.	Delivered to time and quality (as endorsed by CI and MoJ)	CI, DCI

Objective 18:

Actively contribute to the joint criminal justice inspection and thematic programme.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
18a	Contribute to CJI collaborative work, including: <ul style="list-style-type: none"> annual victims report through the gate project led by HMI Probation 	By specified deadline.	Delivered to time and quality (as endorsed by CI)	CI, DCI

18b	Contribute to joint CJJI training programme by attending and/or offering training as appropriate.	Ongoing. Places on HMI Prison writing course offered Mar 2016.	Delivered to time and quality (as endorsed by CI)	HoS
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Objective 19:

Coordinate the work of the 20-member NPM to increase OPCAT compliance and deliver joint projects.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
19a	Support the NPM in strengthening its governance including the appointment of an independent chair.	NPM endorsed recommended appointment at Apr 2016 business meeting. Induction programme for new Chair completed and in place by May 2016.	Delivered to time and quality (as endorsed by temporary NPM Chair and members)	SPO/ NPMC
19b	Coordinate thematic work on isolation and solitary confinement and transitions and pathways.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC
19c	Guide efforts to strengthen OPCAT compliance across the NPM.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC
19d	Liaise with SPT and other international bodies and forums.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC
19e	Prepare and publish the NPM annual report.	7th NPM annual report published by the end of the calendar year.	Delivered to time and quality (as endorsed by NPM Chair and members)	SPO/ NPMC PM

Objective 20:

Provide the secretariat function to the HMI Prisons/HMIC/CQC Joint Inspection Programme Board.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
20a	Effectively support and manage the Programme Board in line with best corporate governance practice.	Ongoing.	Delivered to time and quality (as endorsed by HMI Prisons, HMIC and CQC)	HoS

Objective 2I: Continue to develop and deliver joint work with other partners, as appropriate.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
2Ia	Extend benefits from ongoing joint PhD projects (Oxford and Liverpool) e.g. through presentations to staff, joint publications, etc.	Ongoing.	Delivered to time and quality (as endorsed by CI)	I TL, HoRDT
2Ib	Explore potential for future collaborative work with academia, including data sharing.	Ongoing.	Delivered to time and quality (as endorsed by CI)	I TL, HoRDT

Glossary

AM	Administration Manager
CI	Chief Inspector
CJI	Criminal Justice Joint Inspection
CQC	Care Quality Commission
DCI	Deputy Chief Inspector
Expectations	The document which sets out the detailed criteria HMI Prisons uses to appraise and inspect prisons and other custodial establishments. The criteria are used to examine every area of life in detention, from arrival to release.
HoFHRIS	Head of Finance, HR and Inspection Support
HMIC	HM Inspectorate of Constabulary
HMI Prisons	HM Inspectorate of Prisons
HoC	Head of Communications
HoH	Head of Health Care
HoRDT	Head of Research, Development and Thematics
HoS	Head of Secretariat
MB	Management Board
Moj	Ministry of Justice
NAO	National Audit Office
NPM	National Preventive Mechanism
MoU	Memorandum of Understanding
OPCAT	Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
PM	Publications Manager
SPO/NPMC	Senior Policy Officer and NPM coordinator
SPT	Subcommittee on Prevention of Torture
TACT detainees	Detainees held under the Terrorism Act 2000
TL	Team Leader

For more information on the work of HM Inspectorate of Prisons, please visit our website at: <https://www.justiceinspectorates.gov.uk/hmiprisons/> or follow us on twitter at: @HMIPrisonnews

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.

