



HM Inspectorate of Prisons

Strategic objectives 2016–20 and business plan 2019/20

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Strategic objectives 2016–20

Year 4: business plan 2019/20

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Foreword

Since February 2016, HM Inspectorate of Prisons has been working to a considered strategy and plan. The first iteration of that strategy was published in 2016, and this latest document covers the period up to the end of the business year 2019/20. The business plan for 2019/20 details the specific objectives and activity which HM Inspectorate of Prisons will undertake in support of the longer-term strategy.

The business plan continues to emphasise the second priority set out in our strategic themes, which is to be an influential inspectorate. We believe that for our work to have a real impact and to be as influential as we and our wider stakeholder community would wish, we need to be demonstrably independent, properly accountable, capable of fulfilling our essential functions and appropriately collaborative. All this needs to be done in a way that is flexible and responsive to changes in our operating environment.

The operating environment in prisons remains challenging. However, it is also right to acknowledge that at some of our more recent inspections we have been pleased to see the positive influence, and to some extent optimism, that has resulted from the arrival of significant numbers of new prison officers. Nevertheless, the outcomes we see for those detained are often still not good enough. Too many prisons cannot be considered safe, with rising levels of violence, drug misuse and self-harm being all too common features. During the previous year, I found it necessary to write to the Secretary of State on four occasions to issue Urgent Notifications in respect of Nottingham, Birmingham, Exeter and Bedford prisons. I believe the impact of this new process for those establishments, the wider prison service and in terms of public perception has been profound.

However, there is still more to do to drive sustainable improvement. For this reason, HM Inspectorate of Prisons will this year introduce a new methodology for Independent Reviews of Progress (IRPs), the purpose being to ensure greater public accountability concerning the acceptance and achievement of my recommendations. There is a very clear and provable correlation between a failure to achieve recommendations and a failure to improve. The new IRPs will introduce an independent assessment, reporting directly to government ministers, as to whether there has been a timely and appropriate response to inspection recommendations in those prisons where we have the greatest concerns. I hope that as a result there will be both greater accountability and positive improvement.

Beyond these priorities, the business plan for 2019/20 sets out in detail our commitment to the requirements of independent preventive inspection across all the custodial sectors in which we operate. It also shows our preparedness to revise and update our methodology, to be accountable for our work, and to be fully committed to working with all our many partners and stakeholders.

I am confident that this business plan gives a credible and coherent framework for the work and development of HM Inspectorate of Prisons for the coming year. I sincerely believe that what it describes is both ambitious and achievable.

Peter Clarke CVO OBE QPM
HM Chief Inspector of Prisons

March 2019

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 2016–20. The business plan for year 4 (2019/20) 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 the treatment of 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 a member of the National Preventive Mechanism (NPM), we will work with the NPM Secretariat (which is housed at HMIP) and 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 2019/20 is incorporated.

Consultation

- I.4 In preparing this plan we have sought to account for the views of stakeholders on our performance and methods, assessed feedback from inspected bodies after each inspection, consulted our staff, and considered the views of policymakers and observers on likely changes in our external environment. We have also shared the strategy with the Justice Select Committee and other key stakeholders and partners. We have taken into consideration their feedback.
- I.5 Our inspection programme for 2019/20 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. 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

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 detainees and the conditions in which they are held. The Chief Inspector jointly inspects police custody with HM Chief Inspector of Constabulary and HM Chief Inspector of Fire & Rescue Services (jointly HMICFRS) 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 HMICFRS, Border Force customs custody suites. By invitation, HM Chief Inspector of Prisons also carries out inspection of military detention facilities, prisons in Northern Ireland (jointly with 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. The Chief Inspector currently works to a service level agreement and protocol with the Ministry of Justice (MoJ) and Ofsted (Office for Standards in Education, Children's Services and Skills) concerning the inspection of secure training centres (STCs).

Expectations

- 2.6 *Expectations* are the documents which set 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 the Inspectorate and is now widely accepted as a definition of what ought to be provided in any custodial environment. It rests upon four key tests which vary slightly according to the type of custodial environment inspected:
- **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.
 - **Rehabilitation and release planning:** prisoners are prepared for their release back into the community. Their risk of harm is effectively managed and they are helped to reduce their likelihood of reoffending.

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

- 2.9 HMI Prisons coordinates and forms part of the 21-body National Preventive Mechanism (NPM), by which the UK delivers its obligations as a party to OPCAT. The NPM's mission is to prevent ill-treatment through independent inspection, monitoring and visiting every place of detention in the UK. 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.
- 2.10 HMI Prisons hosts the NPM Secretariat, which works closely with the NPM's independent Chair to develop an annual strategic plan for the NPM's membership. HM Chief Inspector of Prisons sits on the Steering Group of the NPM. The NPM Secretariat works with the membership to increase OPCAT compliance and coordinate joint projects, including an annual report which is laid before Parliament. The NPM receives guidance and advice from the UN Subcommittee on Prevention of Torture. The NPM Secretariat liaises with the Ministry of Justice, the sponsor body for the NPM.
- 2.11 The NPM's strategic objectives are to:
- work together with the members of the NPM to strengthen the protection of those in detention in the UK
 - ensure every NPM member delivers its own responsibilities under OPCAT
 - build an NPM that is effective in delivering all the requirements of OPCAT
 - increase the visibility and awareness of the NPM's role in prevention, OPCAT, the prohibition of ill-treatment in detention and the Convention Against Torture.

HMI Prisons' values

- 2.12 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.

HMI Prisons' equality and diversity statement

- 2.13 We are committed to creating and maintaining a working environment that is positive about and supportive of all equality and diversity issues. We believe that difference and diversity within our workforce strengthens the work we do and the influence we have.
- 2.14 We are committed to becoming an employer of choice by creating an inclusive and supportive working environment where people are treated with dignity and respect and where discrimination and/or exclusion are not tolerated. Our goal is to ensure these commitments, reinforced by our values, are embedded in our day-to-day working practices.
- 2.15 Our long-term vision is to:
- have a workforce with the necessary expertise and sufficient diversity to reflect the community in which it operates
 - develop a more flexible and supportive working environment which always seeks to include difference
 - continue to build a confident and competent workforce who feel valued and heard
 - deliver learning and development opportunities to our staff so they are equipped to understand, inspect and make valid and relevant recommendations relating to equality and diversity.
- 2.16 We expect commitment and involvement from all our staff and partners in working towards the achievement of our vision and to that end we have developed an equality and diversity action plan.

3. Resources

- 3.1 We have submitted a detailed budget proposal to the Ministry of Justice (MoJ) for the business year 2019/20. At the time of writing, we had not yet received formal confirmation of our budget, although an indicative allocation for 2019/20 is as follows:

Ministry of Justice (Core funding)	4,242,380
Youth Justice Board – child detention	119,866
Youth Justice Board – secure training centres	49,060
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 inspection costs	65,000
NPM members	20,500
Total	5,176,322

- 3.2 In addition, by invitation, HM Chief Inspector of Prisons carries out inspections of military custody and 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 89¹ 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 Work force total at February 2019.

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:

Adult men and women's prisons and general trends

- While we expect to see the number of prisons with acute staff shortages reducing, substantial numbers of staff will be inexperienced and this will continue to potentially impact on prison stability, staff and prisoner safety and the ability of institutions to deliver effective regimes and resettlement services.
- The evidence indicates continuing high levels of violence in prisons and young offender institutions, much of it serious, and much of it against staff as well as other prisoners. Other operational imperatives include organised crime groups operating in prisons and the prevalence of new psychoactive substances (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 effectiveness of the government's Transforming Rehabilitation reforms will continue to be scrutinised, including the performance of community rehabilitation companies, which are to have their contracts ended earlier than planned. The Offender Management in Custody (OMiC) model continues to be rolled out across the country and we have seen the Keyworker scheme becoming increasingly embedded.
- The delivery of education, skills and work will change, with governors taking on responsibility for shaping and managing education and training contracts.
- The government published David Lammy's review into the treatment of Black, Asian and minority ethnic people in the criminal justice system in September 2017.² It included recommendations for prisons.
- Outcomes in women's prisons remain generally much better than those inspected in men's prisons. Violence and problematic use of drugs are much lower, while levels of self-harm remain significantly higher. Relationships between staff and prisoners are a strength, as is work to support contact with children, families and friends. There are real challenges around women increasingly being held long distances from their families and home areas, and in supporting them on release, particularly in securing stable accommodation. In June 2018 the Government's Female Offender Strategy was published, which focused on improving the outcomes of women in both the community and custody, based on the best evidence of what works. This set out the intention to reduce the number of women going into custody and strengthening the use of community penalties alongside the need for more trauma-informed and gender-specific approaches to working with women in custody.
- Access to services for the aging prison population, including dementia friends, social care provision and planning of prison inpatient beds, is an emergent issue which lacks a strategic response. The rising number of deaths from natural causes in custody is a

² David Lammy, *An independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System*. Published in September 2017.

growing challenge, and palliative care services are sometimes ad hoc rather than systematically provided.

Children and young people

- The Youth Custody Service (YCS) has responded to several negative inspection reports with some positive strategies to reduce violence, but this has not yet had an impact on the number of incidents being recorded.
- Ofsted, the Care Quality Commission and HM Inspectorate of Prisons will publish a new inspection framework for secure training centres early in 2019/20.
- We expect that planning for inspection arrangement for the first secure school, due to be opened on the site of Medway Secure Training Centre in September 2020, will be ongoing throughout the year involving HM Inspectorate of Prisons and other inspectorates.

Immigration

- The wider immigration policy environment remains complex and sensitive, and it will continue to be important to closely monitor the consequences for those in detention of public debates about immigration and of changes in immigration policy. The treatment of detainees who become vulnerable due to factors such as mental ill health, torture or trafficking will remain a particular focus of attention, especially in light of the publication by the Home Office of Stephen Shaw's second report on the welfare of those in detention.³ The events which led to the independent inquiry into Brook House Immigration Removal Centre are a reminder of the risks attached to places of immigration detention.

Police and court custody

- Our findings from court custody inspections have, in the past, revealed often poor outcomes for detainees and weak coordination between responsible authorities. More recent inspections have evidenced some improvement and institutional learning. We will embed new and revised *Expectations* in the coming year.
- We continue to report that monitoring of the use of force in police custody is a weakness and that many police forces are not rigorously complying with the requirements of code C of the PACE codes of practice.
- Legislation concerning the detention of mentally unwell people under section 136 of the Mental Health Act was amended in December 2017 and has led to a significant reduction in the number of people now detained in police custody as a place of safety, although different problems concerning identification and timely assessment are emerging.

National Preventive Mechanism

- The UK NPM will come under increasing scrutiny from external bodies (including the UN, as the Committee against Torture will examine the UK in May 2019 and the Sub-Committee on the Prevention of Torture will make a first visit to the UK during 2019).

³ Stephen Shaw, *Assessment of government progress in implementing the report on the welfare in detention of vulnerable persons. A follow-up report to the Home Office*. Published by the Home Office in July 2018.

As a result, there will be an increasing need to strengthen the NPM's status, independence and resources. Demands from NPM members and the Chair will increase the coordination work of the NPM Secretariat.

5. Strategic objectives 2016–20⁴

An independent inspectorate		
1	Inspect and report publicly 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 are underpinned by emerging 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	Ensure effective working between HMI Prisons and the Ministry of Justice.	

An influential inspectorate		
5	Influence the establishments we inspect by using lessons from our inspections to contribute to policy making.	
6	More actively promote improvement to outcomes in prisons by increasing the impact of HMI Prisons' findings and recommendations.	
7	Share best practice and support establishments in making improvements to outcomes for detainees.	
8	Promote compliance with OPCAT.	
9	Maintain stakeholder confidence in our work.	

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

⁴ Originally published in April 2016.

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

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

6. Business plan 2019/20

- 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 to assess progress.

An independent inspectorate

Objective 1:

Inspect and report publicly on the treatment and conditions of those held in detention.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
1a	<p>Deliver an unannounced inspection programme for 2019/20 as consulted, publishing reports in a timely fashion.</p> <p>Some inspections may be announced at the discretion of the Chief Inspector.</p>	<p>Progress reviewed at monthly Ops meetings.</p> <p>Inspection programme delivered by the end of the business year.</p> <p>Timescales are detailed in our inspection framework document.</p>	Delivered to time and quality (as endorsed by CI).	DCI
1b	<p>Deliver between 15 and 20 independent reviews of progress (IRPs). See objective 14.</p> <p>Publish IRP reports to agreed timescales.</p>	<p>Progress reviewed at monthly Ops meetings.</p> <p>IRP programme delivered by the end of the business year.</p> <p>Timescales are detailed in our inspection framework document.</p>	Delivered to time and quality (as endorsed by CI).	DCI
1c	Develop a 2020/21 annual inspection programme for consultation.	<p>Outline for 2020/21 inspection programme agreed by MB by July 2019.</p> <p>Finalised programme agreed by Oct 2019.</p> <p>Fully resourced and costed programme agreed by Feb 2020.</p>	Delivered to time and quality (as endorsed by CI).	DCI, HoRDT

Objective 2:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
2a	Implement and embed revised <i>Expectations</i> for court custody. Include descriptive, user-friendly human rights referencing.	Ongoing.	Delivered to time and quality (as endorsed by CI).	P TL, HoS, SPO
2b	Revise and implement <i>Expectations</i> for Border Force custody inspections. Include descriptive, user-friendly human rights referencing.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	P TL, HoS, SPO
2c	Revise and implement <i>Expectations</i> inspection criteria for HM Forces. Include descriptive, user-friendly human rights referencing.	Revision to begin this year with a view to implementation in late 2020. Regular updates to MB throughout the year.	Delivered to time and quality (as endorsed by CI).	A TL, HoS, SPO
2d	Develop web-based versions of all revised <i>Expectations</i> .	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	PM, HoS
2e	Revise and implement <i>Expectations</i> for women's prison custody (see 3e below). Take account of recommendations made in the recent 'Farmer' review. Include descriptive, user-friendly human rights referencing.	To be 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).	O TL, HoS, SPO
2f	Revise and implement <i>Expectations</i> for police custody.	To be completed and consulted on by end of the business year. Regular updates to MB and PB throughout the year.	Delivered to time and quality (as endorsed by CI).	P TL, SPO
2g	Revise <i>Expectations</i> (to include all sectors as appropriate) to reflect	To be completed by January 2020.	Delivered to time and quality (as endorsed by CI).	A TL, HoS, SPO

	any changes to the Ofsted common inspection framework.			
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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	Implement the revised survey to support revised <i>Expectations</i> for immigration detention.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoRDT
3b	Implement a simple, accountable and consistent system for gathering, recording and retaining inspection evidence.	To be embedded by the end of the business year.	Delivered to time and quality (as endorsed by CI). Consistent and robust practice of gathering evidence on inspections that can stand up to external scrutiny.	DCI, HoRDT, TLs
3c	Review and enhance how we inspect equality and diversity in places of detention.	To be 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 O TLs
3d	Develop an inspection methodology (to include <i>Expectation</i> inspection criteria) for separation centres holding prisoners presenting a risk of extremism.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	O TL
3e	Respond to the HMPPS review of the female estate (see 2f).	Project to be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	O TL
3f	Revise the children's plan to set out the priorities for the next two years. Include how our work is coordinated internally and how key relationships are managed with partners.	Plan drafted by April 2019. Presented to delivery board by July. Progress against plan reported to delivery board throughout the year. Implemented by Mar 2020.	Delivered to time and quality (as endorsed by CI).	Y TL
3g	Examine the implications of the Farmer review and its recommendations for prison practice and policy. Consider the impact that the review	Project to be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	DCI, TLs

	may have on inspection practice and <i>Expectations</i> across all types of custody.			
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Objective 4:

To ensure effective working between HMI Prisons and the Ministry of Justice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
4a	Continue to work with the MoJ in line with the published protocol and amend and update the protocol as appropriate.	Ongoing.	Better clarity and understanding of roles and remit; continued improvements in working relationships; protocol up to date and used as a template for other inspectorates.	HoS

An influential inspectorate

Objective 5:

Influence the establishments we inspect by using lessons from our inspections to contribute to policy making.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
5a	Implement and embed revised process for prioritising and delivering thematic inspections and other cross-cutting projects and publications. Ensure they are timely, relevant, impactful and influential.	Review to be completed in early spring 2019.	Delivered to time and quality (as endorsed by CI).	HoRDT, SRO (thematics)
5b	Following the above (5a), complete and publish agreed programme of thematic publications (to be determined by Management Board).	To be agreed with MB during 2019/20 and published according to agreed schedule.	Delivered to time and quality (as endorsed by CI).	HoRDT, SRO (thematics)
5c	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, SPO/ NPMA
5d	Respond to relevant consultations and publish them on our website.	Ongoing.	Delivered to time and quality (as endorsed by CI).	SPO/ NPMA, CCO

Objective 6:

More actively promote improvement to outcomes in prisons by increasing the impact of HMI Prisons findings and recommendations.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
6a	Embed and deliver the new IRP methodology (see 1b). Build staff capability in the ongoing delivery of IRPs.	Complete by April 2020.	15 to 20 IRPs are delivered to time and quality (as endorsed by CI).	CI/DCI, TLs
6b	To review the new IRP methodology in consultation with inspected bodies and the MoJ.	Oct–Dec 2019.	Delivered to time and quality (as endorsed by CI).	CI, DCI

6c	Continue to work with Ofsted to develop a collaborative approach to follow-up inspection activity.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI, DCI
6d	Revise our approach to the making of recommendations, ensuring we maximise their impact in supporting improvement to outcomes for those detained.	To be completed by May 2019 and embedded in both our inspection and IRP programmes through the year.	Delivered to time and quality (as endorsed by CI).	CI, DCI, TLs

Objective 7:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
7a	Develop effective methods for collating, sharing and disseminating good practice (see 8a).	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoRDT
7b	Develop and implement an engagement strategy which identifies opportunities for HMI Prisons to share best practice.	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	DCI, HoS

Objective 8:

Promote compliance with OPCAT.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
8a	Contribute to joint work of the NPM, including in relation to the Committee against Torture review of the UK and the Sub-Committee on Prevention of Torture's visit to the UK.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC, TLs
8b	Implement protocols and review existing protocols to protect detainees from sanctions or reprisals resulting from their, or someone acting on their behalf's, communication with HMI Prisons.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI and other signatories).	SPO/ NPMA, NPMC, P TL

8c	Share expertise and identify opportunities for joint NPM work on: children and young people in detention through NPM children's sub-group; police custody through NPM policing sub-group; mental health in detention through NPM mental health sub-group.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by relevant NPM sub-groups).	SPO/ NPMA, NPMC, TLs
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Objective 9:

Maintain stakeholder confidence in our work.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
9a	Review and update the HMI Prisons media strategy, a key part of which will be the development of our digital profile.	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoS, CCO
9b	Gather and analyse feedback from stakeholders on a regular basis.	Annual stakeholder survey carried out by Nov 2019. Responses to stakeholder survey analysed and reported to MB and staff by Jan 2020. Findings from exit surveys and inspection report feedback surveys reviewed by MB by Jan 2020.	Delivered to time and quality (as endorsed by CI).	HoRDT
9c	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 10:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
10a	Publish an annual report, which 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 2019 summer recess.	Annual report is published before the 2019 Parliamentary summer recess.	CI, HoRDT, PM

Objective 11:

Develop and publish an annual business plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
11a	Draft new strategic priorities for 2021–24 and business plan for 2020/21.	Draft developed by Mar 2020. Agreed by MB by Mar 2020. Business plan published on HMI Prisons' website by Apr 2020. Progress against business plan monitored on a monthly basis by MB.	Business plan is developed and stakeholders consulted by April 2020.	HoS, PM

Objective 12:

Ensure a high standard of corporate governance.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
12a	Ensure effective and transparent management of budget while delivering on expected performance and meeting business objectives.	Monthly forecast reviewed by DCI. Monthly forecast reported to MB.	MB makes effective decisions about spend and managing the budget; MoJ/Permanent Secretary have confidence in management of budget.	CI, DCI, HoS, HoFHRIS
12b	Following the review of internal governance structures in 2018, implement delayed changes.	Proposals to be reviewed, updated and presented to June 2019 MB; New structure to be in place by the end of the	Delivered to time and quality (as endorsed by CI).	CI, DCI, HoS

		business year (dependent on resources).		
12c	Implement recommendations from Information Systems Review project (due to report March 2019) to rationalise some of HMI Prisons' current information systems and processes.	Develop a project plan by the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoRDT, HoFHRIS
12d	Review and revise the HMI Prisons data retention policy. Coordinate with the introduction of revised evidence gathering and recording protocols (see 3b).	To be embedded by the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoS, HoFHRIS

Objective 13:

Demonstrate the impact of our work on policy and practice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
13a	Proactively monitor and report on the progress of all inspection and thematic recommendations.	Ongoing.	Delivered to time and quality (as endorsed by CI).	DCI, TLs
13b	In line with the revision of our <i>Expectations</i> and the wider reform agenda, continue to develop ways of monitoring, measuring and demonstrating our impact (see objective 14 and 1b).	Ongoing.	Delivered to time and quality (as endorsed by CI).	DCI, HoRDT, TLs, PM
13c	Develop and implement processes for systematically following up and reporting on recommendations made in thematic reports.	Ongoing	Delivered to time and quality (as endorsed by CI).	DCI, HoRDT, SRO (qual), TLs

Objective 14:

Conduct an annual self-assessment of HMI Prisons' compliance with OPCAT and share through the NPM annual report.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
14a	Conduct an annual peer-reviewed self-assessment of HMI Prisons' compliance with OPCAT.	Self-assessment completed by July 2018.	Delivered to time and quality (as endorsed by CI).	HoS, SPO

A capable inspectorate

Objective 15:

Ensure the Inspectorate has an appropriately skilled and expert workforce, and that staff members are supported in carrying out their roles effectively.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
15a	<p>Continue to promote and embed the HMI Prisons People Strategy by:</p> <ul style="list-style-type: none"> • reviewing management engagement with staff • monitoring the number of team meetings and team training events • reviewing the effectiveness of bilateral meetings • monitoring and acting on areas for staff learning and development. 	Ongoing.	Increased scores in 2019 Civil Service people survey regarding training and development, HR support and leadership.	HoS, HoFHRIS, TLs
15b	Introduce and embed self-rostering for inspections in a way that achieves a balance between the needs of the inspection, such as skills mix and experience, and the preferences and development objectives of staff.	Ongoing.	Positive feedback from staff.	DCI, TL
15c	<p>Ensure ongoing and meaningful staff support through the work of HMI Prisons Staff Support Team.</p> <p>Undertake a review in year.</p>	<p>Ongoing.</p> <p>Review and report to MB to be completed by Oct 2019.</p>	Positive feedback on the service.	HoS, HoFHRIS
15d	Following the 10SC relocation to review the effectiveness and efficiency of 'Smarter Working' policies	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoS, HoFHRIS
15e	Develop staff IT skills by assessing need and ensuring a training	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoS, HoFHRIS

	programme that maximises the capability of all IT users.			
15f	Continue to produce an internal newsletter, the 'e-bulletin', to inform staff of developments in the Inspectorate.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoS, PM

Objective 16:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
16a	Update and ensure continuous review of our ongoing Equality and Diversity action plan for 2019–21.	Ongoing.	Action plan delivery monitored by the Equality and Diversity Advisory Group and Management Board.	CI, DCI, HoS, TLs
16b	Through the Equality and Diversity Advisory Group, continue to work on increasing diversity within the Inspectorate.	Ongoing.	Increase in staff from BAME backgrounds.	HoS, HoFHRIS, E&DAG

Objective 17:

Develop and implement an HMI Prisons business continuity plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
17a	Continue to provide quarterly updates to the MoJ on the business continuity plan.	Ongoing throughout the year.	Delivered to time and quality (as endorsed by CI). Staff understand how to respond during and following a critical incident.	HoS, HoFHRIS

A collaborative inspectorate

Objective 18:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
18a	Contribute to policy and strategic development through our inspection and review programme, but also through response to consultation, submissions and evidence to select committees as appropriate.	Ongoing.	Delivered to time and quality (as endorsed by CI and MoJ).	CI, DCI
18b	Continue to develop and maintain good working relationships and partnerships with the devolved governments.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI, DCI, OTL
18c	Continue to work collaboratively with Ofsted.	Ongoing.	Delivered to time and quality (as endorsed by CI).	A TL
18d	Continue to work collaboratively with Estyn.	Ongoing.	Delivered to time and quality (as endorsed by CI).	A and O TLs
18e	Continue to work effectively in partnership with HMI Probation.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI, DCI, I TL
18f	Continue to conduct joint inspections effectively with HMICFRS.	Ongoing.	Delivered to time and quality (as endorsed by the Police Custody Programme Board).	P TL
18g	Continue to work effectively in partnership with HMCTS.	Ongoing.	Delivered to time and quality (as endorsed by CI).	P TL
18h	Work with health care partners and regulators including NHS England, CQC, GPC, HIW and RQIA.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoH, O TL
18i	Continue proactive liaison with stakeholders in Wales and Northern Ireland. This will include the Welsh Government, HMPPS Wales, CJINI, and the various relevant local inspectorates in both Wales and Northern Ireland.	Ongoing.	Delivered to time and quality (as endorsed by CI).	TBC
18j	With partners at CQC,	MOU revised and agreed	Delivered to time and	HoH

	review the MOU and publish the revised version.	by CQC and HMI Prisons by December 2019.	quality (as endorsed by CI).	
18k	Review the MOU with HMICFRS for police custody inspections.	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	P TL, SPO
18l	Develop a MOU with Lay Observers concerning court custody inspections.	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	P TL, SPO

Objective 19:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
19a	Contribute to the development and successful delivery of the CJI work programme by: <ul style="list-style-type: none"> attending Development Group and KIT meetings undertaking joint thematic work as appropriate undertaking other collaborative work as appropriate. 	Ongoing, and according to agreed deadlines.	Delivered to time and quality (as endorsed by CI).	CI, DCI, HoRDT
19b	Contribute to joint CJI training programme by attending and/or offering training as appropriate.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoS

Objective 20:

Through the NPM Secretariat, support the coordination of work of the 21-member NPM to increase OPCAT compliance and deliver joint projects.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
21a	Support the NPM and Chair in strengthening its independence and governance arrangements.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC
22b	Play an active role in the NPM Steering Group.	All year.	Delivered to time and quality (as endorsed by NPM Chair and SG members).	CI, SPO/ NPMA, NPMC
22c	Coordinate contributions to NPM thematic work on ill-treatment and future	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC

	topics.			
23d	Guide efforts to strengthen OPCAT compliance across the NPM.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC
24e	Liaise with SPT and other international bodies and forums.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC
25f	Prepare and publish the NPM annual report.	Ninth NPM annual report published during the business year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, NPMC, PM
25g	Support and participate in NPM subgroups (CYP, policing, mental health, Scotland).	All year.	Delivered to time and quality (as endorsed by subgroups).	SPO/ NPMA, NPMC
25h	Conduct press and communications work to raise visibility of NPM and efforts to prevent ill-treatment in detention.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	SPO/ NPMA, CCO

Objective 21:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
21a	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, HMICFRS and CQC).	HoS

Objective 22:

Continue to develop and deliver joint work with other partners, as appropriate.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
22a	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
22b	Continue to 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
CCO	Chief Communications Officer
CI	Chief Inspector
CJINI	Criminal Justice Inspection Northern Ireland
CJI	Criminal Justice Joint Inspection
CQC	Care Quality Commission
CYP	Children and young people
DCI	Deputy Chief Inspector
E&DAG	Equality and Diversity Advisory Group
Estyn	Her Majesty's Inspectorate for Education and Training in Wales
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.
GPC	General Pharmaceutical Council
HIW	Health Inspectorate Wales
HoFHRIS	Head of Finance, HR and Inspection Support
HMCTS	Her Majesty's Courts and Tribunals Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMI Prisons	Her Majesty's Inspectorate of Prisons
HMI Probation	Her Majesty's Inspectorate of Probation
HMPPS	Her Majesty's Prison and Probation Service
HoH	Head of Health Care
HoRDT	Head of Research, Development and Thematics
HoS	Head of Secretariat
HPA	Healthy prison assessment
KIT meetings	Keep in touch meetings

MB	Management Board
Moj	Ministry of Justice
MOU	Memorandum of understanding
NPM	National Preventive Mechanism
NPMC	NPM Coordinator
Ofsted	Office for Standards in Education, Children's Services and Skills
Ops meeting	Operational meeting
OPCAT	Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
PM	Publications Manager
PMR	Performance management review
RQIA	Regulation and Quality Improvement Authority
SPO/NPMA	Senior Policy Officer and NPM Assistant Coordinator
SPT	Subcommittee on Prevention of Torture
SRO	Senior Research Officer
ST	Support Team
STC	Secure training centre
TACT detainees	Detainees held under the Terrorism Act 2000
TL	Team Leader
YCS	Youth Custody Service
YJB	Youth Justice Board
YOI	Young offender institution

For more information on the work of HM Inspectorate of Prisons, please visit our website at: <https://www.justiceinspectors.gov.uk/hmiprison/> 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.

