

Independent Monitoring Boards Business Plan for 2023-24

Strengthening Board membership

Strategic objective 1: Maintain quorate Boards with sufficient members across the prison and immigration detention estate to deliver effective statutory monitoring

	Function	Status
1.1 We will improve public awareness by		
1.1.1 Developing and applying a social media strategy that is designed to continuously target, inform, and attract an increasingly diverse pool of potential members	Prison & IDE	New
1.1.2 Using effective national communications to increase awareness of the IMBs' impact	Prison & IDE	Business as Usual (BaU)
1.1.3 Developing a regional approach to outreach and conducting targeted outreach activities to increase awareness of the IMB role among the local population	Prison & IDE	New
1.1.4 Working with Boards to promote the benefits of and increase the diversity of the membership	Prison & IDE	BaU
1.1.15 Conducting an evaluation of our paid communications and its impact on recruitment success and communicating the outcome to the membership	Prison	New

1.2 We will improve the recruitment of members by		
1.2.1	Delivering a joint recruitment approach that uses Secretariat and Board resource efficiently and effectively, is responsive to need and meets the Public Appointments Code.	Prison BaU
1.2.2	Conducting an evaluation of this recruitment approach and impact, and communicating the outcome to the membership	Prison New
1.2.3	Developing KPIs for recruitment and appointments	Prison New
1.2.4	Reviewing the recruitment process end to end, from application to appointment, including developing guidance for candidates and Boards to increase the transparency of the process	Prison New
1.2.5	Conducting national recruitment campaigns twice a year for IDE Boards that meets the Public Appointments Code	IDE BaU
1.2.6	Anticipating the need to replace members on individual Boards and identifying the required pipeline to maintain sufficient member numbers	Prison & IDE New
1.2.7	Developing a new internal members database that provides, among other things: <ul style="list-style-type: none"> • a more efficient and effective means of recording and accessing membership and member training records • improved data analysis capability 	Prison & IDE New
1.3 We will improve member retention by		
1.3.1	Scoping and starting to develop baseline guidance on what monitoring requires during induction and beyond.	Prison & IDE New
1.3.2	Conducting an annual review of allocations of members to Boards including consideration of 'part-time' member roles	Prison & IDE BaU

1.3.3	Proposing a reappointment process that takes place 3 years after an individual's last appointment, as a replacement for the Board triennial reviews based on light-touch annual appraisals of members	Prison & IDE	New
1.3.4	Developing a dynamic, web-based handbook to guide the running of a Board, pulling together existing guidance into one place, and building on areas where guidance is currently limited	Prisons	New
1.3.5	Developing and populating dedicated pages for new members and BDOs on the members' website	Prisons	New
1.3.6	Developing proposals for strengthening the BDO role particularly in relation to support for new members, mentoring, local training, course attendance and CPD	Prisons	New
1.3.7	Identifying and sharing best practice examples from individual Boards, across the membership, to include: <ul style="list-style-type: none"> • effective operation of diverse Boards • problem solving case studies • effective succession planning for board leaders 	Prisons & IDE	New
1.3.8	Finalising and launching the review of the complaints policy, code of conduct and compact including incorporating relevant information into member and board leader training	Prisons	New
1.3.9	Continuing to understand the reasons members leave through the exit survey and interviews and applying the learning where necessary	Prisons & IDE	BaU
1.3.10	Developing a method of recognising the significant efforts of the membership	Prisons & IDE	New

Supporting learning and development		
Strategic objective 2: Support Boards to deliver enhanced monitoring outcomes through improved guidance, and an improved learning and development offer		
	Function	Status
2.1 We will deliver and develop the training offer by		
2.1.1 Building a robust, resilient and scaleable national training team, where trainers are appropriately supported and developed, and demands on their voluntary time kept to a minimum. To include succession planning	Prisons & IDE	New
2.1.2 Developing and delivering the core training packages to new members, board leaders, board development officers ensuring that delivery is timely and accessible, and that content is current and regularly reviewed based on delegate feedback. Ensure that the above is also fit for purpose for the IDE estate	Prisons & IDE	BaU
2.1.3 Developing and delivering a bespoke core training offer for IRC and STHF Board members	IDE	New
2.1.4. Developing and delivering additional training based on an understanding of the needs of other IMB specialisms such as open and women's prisons and the youth estate	Prisons	BaU
2.1.5 Updating current training packages and developing new e-learning modules to reflect changes to policy and guidance swiftly so members understand how these changes impact their monitoring activity	Prisons	BaU
2.1.6 Launching & reviewing new f2f BDO course	Prisons	New
2.1.7 Developing CPD for members to include review of HMPPS courses and existing e-learning	Prisons	New
2.1.8 Developing a position on mandatory training, what it includes & how it is delivered, monitored and enforced. To include options for core course attendance plus wash-ups	Prisons	New

2.1.9	Developing and delivering the member calendar of activities that includes: <ul style="list-style-type: none"> • Monthly virtual engagement events • Regular bulletins • Four annual face-to-face regional study days • RSL activities 	Prisons & IDE	BaU
2.1.10	Developing options for the role of independent interviewer and provide appropriate training	Prisons & IDE	New
2.2 We will develop and deliver information and guidance by			
2.2.1	Re-branding the members bulletin to encourage readership of the important monitoring related content	Prisons & IDE	New
2.2.2	Developing the function and content of a revised members' website	Prisons & IDE	New
2.2.3	Updating content for the members' website	Prisons	BaU
2.2.4	Improving the functionality of the current members' website, as far as possible, and regularly updating the members' website to improve member communication and engagement	Prisons	New
2.2.5	Developing a separate website stream for IDE information and guidance	IDE	New
2.2.6	Delivering agreed toolkit(s)	Prisons	New
2.2.7	Launching and distributing the updated pocketbook	Prisons	New
2.2.8	Responding to the lessons learnt from the published Brook House Inquiry report and considering the implications for the monitoring of immigration detention but also prisons	IDE	Ongoing
2.2.9	Putting in place the agreed option for the future of the 0800 line	Prisons	New

2.2.10 Making Kahootz available to all members, with support, to enable secure shared storage and promote collaborative working	Prisons	BaU
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Strengthening Board outcomes		
Strategic objective 3: Maximise the impact of Board reporting and Board outcomes		
	Function	Status
3.1 We will maximise Board impact by		
3.1.1 Ensuring robust assurance is applied to the appointment process and appointees to avoid conflicts of interest etc	Prisons & IDE	BaU
3.1.2 Developing guidance for Boards on how best to fulfil their monitoring role when the number of members on their Boards reduces	Prison & IDE	New
3.1.3 Developing a monitoring model that responds to the declining membership	Prisons & IDE	New
3.1.4 Increasing the reach of Board reporting, using both established media and social media to disseminate Board findings	Prisons & IDE	BaU
3.1.5 Collating, escalating and/or publishing thematic findings to increase Board impact	Prisons	New
3.1.6 Increasing prisoner and detainee awareness of the role of IMBs	Prisons IDE	BaU
3.1.7 Launching the new annual report/ quarterly feedback process and tools to increase impact and reduce burdens on Boards	Prisons	New
3.1.8 Overseeing the annual report production and publication including providing direct support to Boards	Prisons & IDE	BaU
3.1.9 Reviewing the content and purpose of national annual reports	Prisons & IDE	New

3.1.10	Developing and implementing a policy strategy to cover prisons and the IDE to prioritise and measure resource on activities that have the highest impact	Prisons & IDE	New
3.1.11	Influencing changes to prison policy, guidance or legislation drawing on the thematic findings of Boards through quarterly feedback	Prisons	BaU
3.1.12	Influencing changes to immigration detention policy, guidance or legislation drawing on the thematic findings of Boards	IDE	BaU
3.1.13	Responding to policy consultations or inquiries based on prison and immigration detention board findings	Prisons & IDE	BaU
3.1.14	Supporting the work and governance structure of the National Preventive Mechanism	Prisons & IDE	BaU

Strengthening organisational governance

Strategic objective 4: Creating and promoting the principles of a single national IMB organisation

	Function	Status
4.1 We will promote clarity and consistency to the governance of the IMBs by		
4.1.1	Introducing and inducting a new IMB National Chair to the role and function of the IMBs	Corporate New
4.1.2	Developing a Scheme of Governance that provides clarity to the membership as well as all relevant others on organisational structure, roles and responsibilities	Corporate New
4.1.3	Developing operational policies and guidance that describe Secretariat support to the membership	Corporate New
4.1.4	Creating FAQs that address the membership's common questions so that they have access to an immediate, consistent response	Corporate New
4.1.5	Pursuing legislative and non-legislative reforms to strengthen IMB organisational governance	Corporate Continued activity

4.1.6	Reviewing agreements and MOUs with external bodies where relevant	Corporate	BaU
4.1.7	Developing a network across the monitoring bodies in different jurisdictions to share learning and best practice	Corporate	New
4.1.8	Providing advice and support to the National Chair, Management Board and regional representatives	Corporate	BaU
4.1.9	Tightening up processes around departing members, making sure that they are removed from circulation lists etc	Corporate	New
4.2 We will provide relevant business assurance by			
4.2.1	Improving and maintaining robust data protection by advising on compliance, managing information requests, processing data in accordance with GDPR principles, and offering training to members on safe data handling	Corporate	BaU
4.2.2	Effectively managing risk through the development and implementation of an engaging and collaborative risk management strategy	Corporate	BaU
4.2.3	Developing and implementing an effective Knowledge and Information Management policy	Corporate	BaU
4.2.4	Ensure that clear policies and practices are in place to protect and promote the health, safety, and wellbeing of all staff and public appointees	Corporate	BaU
4.2.5	Accurately complete non-financial returns and commissions as required within timescales	Corporate	BaU
4.2.6	Improve and maintain robust financial management by complying with departmental requirements	Corporate	BaU
4.2.7	Review the IMB finance manual to ensure it is fit for purpose, and supports members to effectively claim expenses	Corporate	New