



## **Independent Monitoring Boards Business Plan for 2022-23**

### **Introduction**

This business plan is designed to develop and provide the support structures and processes that allow IMB members to carry out their statutory function, which includes over 50,000 visits and monitoring activities to places of detention each year.

Consequently, the content of this plan mainly details new or continuing activities which are designed to strengthen the role of, and support to, members. This sits in addition to a significant number of business as usual activities which take up much of the Secretariat's time and resource. Business as usual activities include such things as reactive administrative support to individual Boards and members in response to queries and emerging issues. This is a time-consuming and sometimes repetitive role but one that is vitally important to the functioning of the Boards. Responding to emerging issues is unpredictable and so can adversely impact response times, other business as usual activity or the delivery of planned business plan priorities. We will monitor this impact throughout the year.

## **Strengthening Board Membership**

**Objective 1:** Maintain quorate Boards with sufficient members across the prison and Immigration Detention Estate to deliver effective statutory monitoring.

**To support this objective, we will:**

### ***Improve recruitment approaches***

- Develop and deliver a communications strategy that increases public awareness of the role of the IMBs. Include a strategy to increase the diversity of IMB membership
- Develop and deliver a recruitment strategy that delivers a combined national and regional recruitment process that anticipates demand in membership for prison boards and meets the Public Appointments Code
- Implement short-term measures to address current and anticipated vacancies in boards
- Develop and deliver a recruitment strategy that meets the needs of the IMBs in the immigration detention estate and adheres to the Public Appointments Code
- Roll out the new regional support roles across the regions in support of the regional representatives
- Develop a new internal members database that provides, among other things:
  - a more efficient and effective means of recording and accessing membership and member training records
  - provides data for forecasting vacancies to help inform our recruitment activity

### ***Improve member retention (links to other objectives)***

<ul style="list-style-type: none"> <li>• Agree, in consultation with the membership, clear and transparent expectations for the prison IMB role during induction and beyond, to include options for cross-board mentoring, appraisals, future of ATPRs and triennial reviews etc and possible responses where a member is not meeting those expectations. Make this clear as part of the recruitment process</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct the same exercise as above for the IDE IMB role</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a dedicated handbook to guide the running of a board, pulling together existing guidance into one place and building on areas where guidance is currently limited</li> </ul>
<ul style="list-style-type: none"> <li>• Investigate methods for identifying and developing board leaders to strengthen succession planning</li> </ul>
<ul style="list-style-type: none"> <li>• Review allocations of members to boards including consideration of 'part-time' member roles and 0800 resourcing</li> </ul>
<ul style="list-style-type: none"> <li>• Review the complaints policy, code of conduct and compact as a collective with a focus on outcomes</li> </ul>
<ul style="list-style-type: none"> <li>• Re-develop the exit survey for departing members and analyse to identify the reasons for leaving. Identify possible mitigations</li> </ul>

<p><b>Supporting Learning and Development</b></p> <p><b>Objective 2:</b> Support Boards to deliver enhanced monitoring outcomes through improved guidance, and an improved learning and development offer</p>
<p><b>To support this objective, we will:</b></p>
<p><b><i>Deliver and develop the training offer</i></b></p>
<ul style="list-style-type: none"> <li>• Deliver the core training packages to new members, board leaders, board development officers and Independent Interviewers ensuring that delivery is timely and accessible, and that content is current and regularly reviewed</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure that the above is fit for purpose for the IDE estate</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and deliver additional training based on an understanding of the needs of IRCs and STHFs</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and deliver additional training based on an understanding of the needs of other IMB specialisms such as open and women's prisons and the youth estate</li> </ul>
<ul style="list-style-type: none"> <li>• Where necessary, update current training packages and develop new e-learning modules to deliver learning swiftly, particularly where new policy frameworks impact on monitoring activity and on areas of focus such as use of force, ED&amp;I and segregation</li> </ul>
<ul style="list-style-type: none"> <li>• Develop member training records to better ensure that members have had the required training to perform their statutory duties and support boards to identify additional development opportunities for members</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and deliver a member engagement programme for 2022-2023 that includes: <ul style="list-style-type: none"> <li>○ Monthly virtual engagement events</li> <li>○ Regular bulletins and newsletters</li> <li>○ Four annual face-to-face regional study days</li> </ul> </li> </ul>
<p><b><i>Develop and deliver information and guidance</i></b></p>
<ul style="list-style-type: none"> <li>• Revise the pocketbook for prisons</li> </ul>
<ul style="list-style-type: none"> <li>• Regularly update the members' website to improve member communication and engagement</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a separate website stream for IDE information and guidance</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a separate pocketbook for immigration detention</li> </ul>
<ul style="list-style-type: none"> <li>• Develop further toolkits to aid the monitoring of different aspects of detention</li> </ul>

Support through the development and delivery of e-learning packages that are captured in the new members and board leaders courses

- Respond to the lessons learnt from the Brook House Inquiry and consider the implications for the monitoring of immigration detention but also prisons, including the development of new e-learning for members

## **Strengthening Board Outcomes**

### **Objective 3: Maximise the impact of Board reporting and Board outcomes**

#### **To support this objective, we will:**

- Increase the reach of boards reporting, using both established media and social media to disseminate board findings
- Review the annual report process to allow more up-to-date reporting and reduce burdens on boards
- Explore and promote opportunities for 0800 national advertising to increase visibility and awareness of the 0800 line. Continue to support resourcing of the line through innovative approaches to membership
- Continue to oversee the annual report production and publication including providing direct support to boards
- Continue to draft national reports for adult prisons, the youth estate and the immigration detention estate
- Influence changes to prison policy, guidance or legislation drawing on the thematic findings of boards
- Influence changes to immigration detention policy, guidance or legislation drawing on the thematic findings of boards
- Respond to policy consultations or inquiries based on board findings
- Support the work and governance structure of the National Preventive Mechanism

- Explore bringing military detention monitoring into the national IMB model

## **Strengthening Organisational Governance**

**Objective 4:** Creating and promoting the principles of a single national IMB organisation.

**To support this objective, we will:**

### ***Provide clarity around how we work together to meet our shared goals***

- Make Kahootz available to all members, with support, to enable secure shared storage and promote collaborative working
- Develop data collection and collation processes to enable better data-led proposals and decision-making
- Continue to provide timely administration and support to the National Chair, Management Board and Regional Representatives
- Review the information flows of decision making into and from the Management Board, working groups and panels and back into the organisation
- Provide clarity on organisational structure, roles and responsibilities
- Pursue legislative and non-legislative reforms to strengthen organisational governance  
Respond to the changes that would result, taking into consideration the impact on the role of the membership as well as the Secretariat
- Review agreements and MOUs with external bodies where relevant

- Conduct a light touch Management Board effectiveness review in line with good practice for ALB Boards (internal)

**July 2022**