



UK National Preventive Mechanism

Business Plan overview: 2026-27

April 2026

INTRODUCTION

The UK National Preventive Mechanism exists by virtue of the [United Nations Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment](#). The NPM is a group of [21 independent scrutiny bodies](#) designated by Ministers to inspect, monitor and visit places of detention, with the objective of preventing torture and ill-treatment in places where people are deprived of their liberty.

The UK NPM Secretariat leads and supports the fulfilment of this objective, under the direction of the Steering Group. The Secretariat is led by Martin Kettle, Interim Head of the UK NPM Secretariat, and includes two Secretariat Officers, Jane Kilpatrick (National, Interim Senior Secretariat Officer) and Chelsea Keenan (Scotland), one Research and Engagement Officer, Sarah Rennie, as well as rotating work placement students. The Secretariat receives a budget from the Ministry of Justice and the Scottish Government, in addition to member contributions.

STRATEGIC OBJECTIVES

The UK NPM Secretariat proposed updated strategic objectives which were agreed by the NPM Steering Group in January 2026. The objectives incorporate ongoing work that has proven impactful and is valued by NPM organisations, including projects that maximise transparency and identify and address systemic issues. The updated objectives consider the four functions of an NPM, as outlined by the Subcommittee for the Prevention of Torture (detailed in the next section): visiting, advisory, educational and cooperative.

To prevent torture and ill treatment of people deprived of their liberty, the UK NPM will:

- 1. Promote awareness and understanding of the UK's obligations under OPCAT and support NPM bodies and duty bearers to meet their OPCAT responsibilities. (*visiting, advisory, educational*)**
 - 2. Identify systemic issues and their causes and take collective action with stakeholders within and outside the NPM to address the issues. (*advisory, collaborative, educational, visiting*)**
 - 3. Maximise external transparency of treatment and conditions in places where people may be deprived of their liberty, to drive duty bearer accountability and evidence-based decision-making. (*advisory, educational*)**
 - 4. Strengthen international and domestic prevention efforts by exchanging learnings and good practice with international NPMs, treaty bodies and organisations. (*collaborative, educational*)**
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FUNCTIONS

NPMs fulfil four objectives, outlined by the [Subcommittee for the Prevention of Torture](#) and the Association for the Prevention of Torture. The business plan fulfils these functions, via the strategic objectives, with particular emphasis on how the advisory, educational and collaborative functions can support and enhance NPM organisations' delivery of their **visiting** function.

Visiting

Carrying out visits to places of detention according to Article 4 of OPCAT.

Advisory

Includes providing recommendations to State authorities, submitting legislative proposals, reviewing rules concerning detention and personnel-related issues, contributing to States Parties' reports or presenting NPM reports to human rights mechanisms, and following up on their recommendations.

Educational

Includes participation in training and development of educational and awareness raising programmes in schools, universities and professional circles, to ensure that information on the prohibition of torture is included in the training of law enforcement, civil or military, medical personnel and other public officials and persons who may be involved in detention.

Cooperation

Engagement through meaningful dialogue with the State Party authorities and other relevant stakeholders concerning prevention of torture and ill-treatment. Establish and maintain contact with other NPMs to share experiences and reinforce effectiveness, and with the SPT, through regular meetings and information exchange.

CONTEXT

In 2026 the NPM is in a period of transition, with interim leadership pending recruitment of a substantive Head of NPM Secretariat, and recruitment of a new UK NPM Chair. The 2026-27 Business Plan therefore prioritises developing and consolidating existing provision and finessing these outputs. The revised Strategic Objectives will support the NPM team to uphold the type and quality of work expected, by ensuring that supporting NPM organisations with advisory, educational and collaborative work remains at the centre of work undertaken.

2026-27 is likely to feature increased engagement with international organisations, particularly the CPT and UNCAT, which will also impact NPM team capacity and emphasises the advisory and collaborative NPM functions. This business plan therefore retains some team capacity for evidence submissions and briefings to the CPT, while focussing on the provision of resources to NPM organisations and external stakeholders.

To pursue continuity, consolidation and consistency, this document provides a review of the last two NPM business plans and proposes a streamlined programme of work for 2026-27, indicating core work and priorities to respond to changes in team capacity. The aim is to build on previous successes and adapt ways of working to make the most of the Secretariat's OPCAT expertise to strengthen the value and accountability of the NPM's work.

Building on the outcomes of the 2025-26 Peer Review, the 2026-27 Business Plan aims to develop the educational and cooperation functions of the NPM, prioritising the delivery of resources and training or events to NPM organisations and external stakeholders. Elements of the previous business plan, such as standalone process-based projects for research and

for standards and definitions, have been removed. Instead, a consistent approach to research has been agreed by the team and will be used in the methodology behind every output. Similarly, where an approved piece of work establishes NPM standards, these will be summarised and published under that objective, with the aim of ensuring that the UK NPM is better equipped to interpret and apply human rights standards and fulfil its OPCAT mandate.

Similarly, all objectives incorporate use of the NPM Reporting Dashboard, Key Issues and Policy Tracker to identify priorities, essential information and opportunities for engagement. This will leave team capacity to respond to emerging issues.

Overview: Proposed NPM Business Plan 2026-2027

*All training documents and presentations to be hosted on the NPM website to be adapted as necessary in the future.

Objectives highlighted in green are core business or high priority

Objectives highlighted in blue are dependent on funding availability

Strategic Objective 1 - Promote awareness and understanding of the UK's obligations under OPCAT and support NPM bodies to meet their OPCAT responsibilities				
Objective	Rationale	Desired Outcome	Product/output	Timeline
1.1 NPM guidance and training for monitors, inspectors and duty-bearers in mental health and social care settings.	<p>The NPM peer review and other feedback from NPM organisations has demonstrated an appetite for guidance on OPCAT-consistent standards to prevent ill-treatment in places where people are or may be deprived of their liberty under Mental Health and Mental Capacity legislation. These settings require human-rights based monitoring due to the vulnerability of the people being accommodated there, as seen in multiple news reports from the last year.</p> <p>ECHR Article 3, and therefore OPCAT and the NPM, is relevant to any part of someone's care that requires them to be detained or deprived of their liberty in any setting for any period of time.¹</p> <p>The Mental Health Act 2025 made changes to the grounds for detaining someone on mental health grounds in England and Wales, and further changes are expected according to the outcomes of:</p> <ul style="list-style-type: none"> - Updates to the Adults With Incapacity Act (Scotland) 2000 and wider changes to mental health law and codes of practice in Scotland following the Scottish Mental Health Law Review. - A Reference by the Attorney General for Northern Ireland of a devolution issue under paragraph 34 of Schedule 10 to the Northern Ireland Act 1998 - 2026 Consultations on Liberty Protection Safeguards, and the establishment of a national safeguarding board by the DHSC to 	<p>The UK NPM has clear expectations of human rights standards to prevent torture and other cruel, inhuman and degrading treatment and punishment in health and social care settings.</p> <p>NPM organisations agree the application of OPCAT in health and care settings where people can be deprived of their liberty, and the limits of scope, according to NPM definition of deprivation of liberty, ensuring full OPCAT coverage of all places where people are deprived of their liberty in non-justice contexts and providing assurance to inspectors and monitors re: preventive visits according to OPCAT and human rights approaches.</p> <p>Where necessary, the improvement of treatment and conditions in mental health and social care.</p> <p>The NPM can produce human-rights consistent submissions to upcoming inquiries including on Liberty Protection Safeguards/DoLS, Adults With Incapacity, according to the CRPD Committee's recommended human rights (as opposed to medical) model, de-institutionalisation and independent living, access to justice and legal capacity and freedom from violence.</p>	<p>UK-focussed adaptation of CPT social care standards into a resource on the NPM's website (using FREDa and PANEL principles), referring to NPM organisation quality frameworks, High Court guidance, JCHR reporting, UK case law (pending 2026 updates).*</p> <p>A short report on numbers of people deprived of their liberty under mental health and mental capacity laws in the UK, and NPM body concerns re: living conditions, physical restraint or forced treatment that may amount to violations of Article 3.</p> <p>Adapt NPM Preventive Train-the-Trainer package for inspectors in mental health and adult social care settings, incorporating high risk moments such as seclusion, entry to detention, practice following incidents, use of force or restraint.*</p> <p>Submissions as necessary to: LPS consultation (re: need for independent monitoring, safeguards for valid consent).</p>	<p>July 2026: Expected publication of CPT social care standards Likely publication of Muckamore Abbey inquiry report.</p> <p>August 2026: Online meeting of NPM representatives from CQC, CIW, HIW, MWCS, Care Inspectorate, RQIA (Task & Finish group)</p> <p>September 2026: Draft of NPM standards shared with Task & Finish group</p> <p>October 2026: NPM short report shared with Task & Finish group</p> <p>November 2026: NPM social care standards published Draft TtT slides shared with Task & Finish group</p> <p>December 2026: Task & Finish Group deliver feedback to slides</p> <p>January 2027: Pilot session held with staff from T&F group organisations</p> <p>February 2027: Dissemination of TtT package</p> <p>March 2027:</p>

¹ The UN Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (subcommittee on torture) has clarified that the term 'places of deprivation of liberty' (Article 4 of the OPCAT) should be understood to encompass public and private social care establishments where persons may be deprived of their liberty, de jure or de facto, including institutions in which persons with disabilities reside.

	review adult safeguarding statutory duties and powers.		AWI Act and wider changes to mental health law in Scotland.	Publication of NPM report
1.2 Second all-mandate holder conference	<p>Given the size of the UK NPM, and the success of the first conference, a second conference will serve as a helpful refresher for those carrying out the OPCAT mandate in the UK. It will also continue to serve as the only space where all NPM colleagues are able to come together.</p> <p>The conference will also be an opportunity for new inspectors, volunteers and other operational collages to learn about the UK NPM and their role within it. It will also support greater consistency in practice through knowledge sharing.</p>	<p>To host a second "all-mandate holder" conference for the 3,500 people carrying out the OPCAT mandate in the UK. This will be an accessible online event that will raise awareness of role within NPM and OPCAT.</p> <p>The conference will bridge the gap between national/international human rights obligations and work carried out in practice by "mandate-holders".</p> <p>Develop NPM-wide discussion started in first all mandate-holder conference.</p>	<p>Online conference Safeguarding policy (to be created beforehand) Conference note Feedback form</p>	<p>Conference to be held in November 2026, with planning beginning in June 2026</p>
1.3 Re-launch NPM train-the-trainer package	Maintain NPM added value to organisations through providing training packages specific to the OPCAT mandate of volunteers, ensuring continued relevance of the package and supporting NPM organisations to deliver training to members.	Completed roll-out of preventive training modules (1-3) to all NPM voluntary organisations in order to facilitate continuous improvement in preventive scrutiny in the UK.	Participation of volunteers in NPM preventive training.	<p>May 2026 Focus group for participants in the 2025 Train-the-Trainer launch, outlining feedback, challenges, and changes.</p> <p>June 2026 Revisions to PowerPoints made as necessary*</p> <p>July 2026 Additional train-the-trainer sessions held online with the NPM Secretariat.</p> <p>Continued follow-up and support to NPM organisations' training leads.</p>

Strategic Objective 2 - Identify systemic issues and their causes, and take collective action with stakeholders within and outside the NPM to address the issues				
Objective	Rationale	Desired Outcome	Product/output	Timeline
2.1 NPM Northern Ireland Subgroup	NPM Subgroups can achieve improvements in treatment and conditions for people in detention by sharing information, concerns, research and opportunities for recommendations and comments on draft and existing legislation, and developing bespoke analysis.	<p>Create impact in Northern Ireland with issues related to NPM mandate</p> <p>Build relationships with influencers such as parliamentarians and committees</p>	<p>Letter re: impact assessment of Sentencing Bill.</p> <p>Submission/publication pending the implementation of the Justice Bill, and bail and accommodation for children and young people.</p> <p>Subgroup recommendations on policy for foreign national offenders held over tariff.</p>	<p>May 2026 Recommendations on prisoners held over tariff.</p> <p>June 2026 Personality Disorder expert roundtable Roundtable paper and ongoing engagement with Department of Health and Department of Justice</p> <p>Ongoing quarterly meetings and planning meetings</p>

			NPM Northern Ireland Subgroup data analysis: deaths and serious adverse incidents	
2.2 NPM Scotland Subgroup	NPM Subgroups can achieve improvements in treatment and conditions for people in detention by sharing information, concerns, research and opportunities for recommendations and comments on draft and existing legislation, and developing bespoke analysis.	Create impact in Scotland with issues related to NPM mandate Build relationships with influencers such as parliamentarians and committees	NPM Scotland Subgroup key issues NPM Scotland Subgroup workplan NPM Scotland deaths in custody data analysis Ongoing submissions	Development of workplan and strategy in Q2 May/June 2026 Introductory government and parliamentary meetings September 2026 Strategy planning meeting Ongoing quarterly meetings and planning meetings
2.3 AI Task & Finish Group	Artificial intelligence use is growing, and AI has risks specific to people deprived of their liberty which we can proactively address.	Support NPM bodies' knowledge, use and scrutiny of AI to support the NPM mandate. Clarity on NPM's role in terms of scrutinising AI use in places where people may be deprived of their liberty	Possible guidance on scrutiny of AI use.*	AI Task & Finish groups every 2 months May 2026 Survey to assess AI scrutiny and use in detention June 2026 Identify product of the T&F group.
2.4 Phase II: Solitary Confinement project	Solitary confinement remains a major concern for the UK NPM. Providing an updated, comprehensive analysis of solitary confinement practices across the UK will allow the UK NPM to assess compliance with international standards, apply renewed pressure to duty bearers and share good practice where it is found.	To publish an up-to-date report on solitary confinement in deprivation of liberty settings in the UK.	Published report, authored by Sharon Shalev, owned by the UK NPM, detailing realities of solitary confinement practices across the UK. Accompanying communications products.	Summer/autumn 2026 Sharon Shalev will carry out visits to establishments across the UK to assess practice. November – March 2027 Analysis and final report to be published alongside NPM standard/definition document.
2.5 Phase II: Person-Centred Pathway reporting	As a 21-organisation NPM, we have the capacity to compare findings and produce evidence to assess the impact on detainees of treatment and conditions across multiple detention settings, which will identify problems that inspections and monitoring of one site alone cannot, and highlight opportunities for action.	The mental and physical health impacts of detention across multiple settings is understood by NPM staff and volunteers, by duty-bearers and by staff in detention settings, leading to improved treatment and conditions.	NPM report highlighting cumulative health and mental health impacts of detention, focussing on the transition between sites.	April 2026 Peer review/Task & Finish group identified at NPM Annual Conference. Research plan drafted, using Dashboard, drafting interview questions, identifying organisations of former detainees, or options to interview current detainees. May 2026 T&F group review literature review and research plan. June/July 2026 Qualitative interviews with custody visitors, Independent Monitors, Lay Observers, and inspections to formally identify areas of concern and impact Arrangement of detainee interviews to evaluate impact of multiple sites of detention. August 2026 Interviews continue.

				<p>September 2026 Interview analysis, extension of report and NPM standards.</p>
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Strategic Objective 3 – Maximise transparency of treatment and conditions in places where people may be deprived of their liberty, to drive duty bearer accountability and evidence-based decision-making with a view to preventing ill treatment of detained people in the UK				
Objective	Rationale	Desired Outcome	Product/output	Timeline
<p>3.1 Development and promotion of NPM Recommendations Dashboard</p>	<p>The dashboard brings together the work of all NPM bodies, highlighting key issues across deprivation of liberty settings. Increasing its efficiency, reach and use will in turn increase its (and the UK NPM's) ability to increase transparency, identify shared concerns and promote greater accountability for the implementation of recommendations.</p> <p>Improving usability and analytical capability will support more consistent oversight and more effective thematic work across the NPM.</p>	<p>Dashboard efficiency is improved.</p> <p>Analysis using the dashboard is improved.</p> <p>Awareness of the dashboard is raised and its use increased.</p> <p>The Dashboard has a standardised approach to mental health reporting and mental health act/mental capacity act detention.</p> <p>The Dashboard is sustainable.</p> <p>The scope of the Dashboard can be extended.</p>	<p>Updated dashboard</p> <p>Stakeholder engagement events/drop-in sessions</p> <p>Analytical outputs (e.g. good practice papers)</p>	<p>June 2026 Introduction of new tags and “Annual Report” category</p> <p>July 2026 Review of mental health/mental capacity settings already included in the Dashboard, and population of dashboard with all low/medium secure reports</p> <p>August 2026 Recommendation on realistic scope for mental health reporting in the dashboards. Drop-in sessions online</p> <p>October 2026 Structural requests sent to Justice Digital, to complete in 2027 (e.g., recommendation counter, etc.) Update induction video (including slide on Dashboard).</p> <p>September 2026 Feedback sessions organised with MOJ, HMPPS and other external stakeholders.</p> <p>November 2026 Session on the dashboard in the all mandate-holder conference</p> <p>January 2027 Focus group established to scope future population of the Dashboard by NPM organisations. Scoping of implementation phase, working with NPM organisations with a comparable database (HMICFRS, HMICS, HMIP, IMB).</p> <p>Ongoing Use of dashboard in reports, submissions, communications. Backdating of recommendations to 2009.</p>

3.2 Development of transparency tools	Transparency can both inform stakeholders and also hold duty bearers accountable for creating positive outcomes.	Tools and reports produced which ensure public transparency around treatment and conditions of people deprived of their liberty in the UK. Secretariat knowledge base on good data practice for duty bearers is developed and incorporated into our advisory and educational functions.	Scotland: Scottish Deaths in Prison Custody Database with annual updates shared with NPM Scotland bodies. Scotland: Scottish Independent Reviews Database (complements the Policy Tracker). UK-wide: Ongoing Reporting Dashboard updates. UK-wide: Key issues section of the NPM website	April 2026 DiC database to be shared with NPM Scotland Subgroup August 2026 Completion of Scottish Independent Review Tracker October 2026 Key issues section of the website complete Ongoing Updating of Reporting Dashboard
3.3. Communications plan and media strategy	Communications is a powerful enabler and key skillset / tool for realising the NPM mandate.	Communications plan enables the NPM to use communications products to further ability to achieve strategic objectives and improve treatment and conditions in detention.	Communications Plan 2026-27 to coincide with Business Plan 2026-27	April 2026 Communications plan summary shared with NPM organisations. Ongoing Fulfilment of the Communications plan.
3.4 NPM annual report	The NPM Annual Report, aside from an obligation, is the most visible NPM publication, receiving press interest and political engagement.	The NPM annual report is shorter, dashboard-driven, and more focussed on NPM activities and expectations (while still summarising NPM organisation observations from the year).	Annual report 2025-26 Letters to specific policymakers Press-release	August 2026 Feedback round 1, focussing on factchecking, adding relevant information, structure. September 2026 Report shared with designers October 2026 Final proofread for errors and clarification. Final report shared with MoJ sponsorship team for fact-check November 2026 Fact check response December 2026 Publication, promotion.

Strategic Objective 4 – Strengthen international and domestic prevention efforts by exchanging learnings and good practice with international NPMs, treaty bodies and organisations				
Objective	Rationale	Desired Outcome	Product/output	Timeline
4.4 Participation in and dissemination of	The Council of Europe’s NPM forum hosts 1-3 annual fora for European NPMs on emerging themes of interest and concerns. Learning from	Staff and volunteers across the UK NPM receive updates, best practice and expertise from the international torture-prevention	Regular communications	Throughout reporting year.

learning from CoE NPM forum	other NPMs can be shared with UK organisations through: <ul style="list-style-type: none"> - NPM bulletin - Individual communications - NPM blog - Small interest groups 	community, continuing to improve knowledge and develop skills.	OPCAT peer review and person-centred pathway outputs to be shared with NPM forum	
4.5 CPT Visit	The CPT will conduct a periodic visit to the UK in 2026, and will notify the NPM before its arrival. An NPM briefing is needed to ensure the CPT follows up on NPM concerns and makes appropriate recommendations to UK authorities. The CPT report of its 2025 visit to Scotland is also expected to be published imminently and will require a public NPM response.	The CPT is briefed effectively ahead of its 2026 visit, and NPM organisations are supported to meet with the CPT and convey their evidence, as needed.	NPM briefing NPM response to 2025 visit NPM response to 2026 visit	Expected Summer 2026 TBC.
4.6 SPT engagement	The UN Subcommittee for the Prevention of Torture is the NPM's primary international stakeholder, hosting information sharing events (largely online), and reporting on the prevention of torture and other cruel, inhuman and degrading treatment and punishment worldwide. The SPT also makes recommendations to governments and can be a supportive partner to the NPM.	Continued learning exchanges with NPMs across the world. Opportunities to support and respond to treaty body decisions and general comments.	NPM contribution to the SPT's second General Comment Presentations at international webinars, sharing good practice and lessons with fellow NPMs.	Announcement expected late 2026 Ad hoc.

Strategic Objective 5 - Core activities				
Objective	Rationale	Desired Outcome	Product/output	Timeline
5.1 Evidence submission to UNCAT and selected international and domestic bodies	<p>NPMs have an advisory function - this work is crucial to ensuring that the impact of policies on people deprived of their liberty is considered. UNCAT is the NPM's parent treaty and is likely to examine the UK in Q1 2027.</p> <p>Engaging in calls for evidence and producing briefings will position the UK NPM as a trusted and influential voice across the deprivation of liberty landscape, and strengthen its advisory function.</p> <p>The Dashboard can inform on larger systemic concerns reported by multiple bodies to then inform briefings. The Dashboard will also be a useful tool for pulling together historic evidence and demonstrating how NPM bodies have previously called for action on certain issues, as well as highlighting good practice.</p>	<p>Timely, high-quality briefings on emerging areas of concern are produced.</p> <p>Relationships with relevant parliamentary committees are established through submitting evidence to inquiries.</p> <p>The UK NPM's profile as a trusted source of insight on issues of deprivation of liberty continues to grow.</p>	<p>Timely, high-quality briefings on emerging areas of concern.</p> <p>Evidence-based submissions to committee inquiries.</p>	<p>Create stakeholder map and identify access points for influence.</p> <p>Briefings produced according to Key Issues and dashboard (including updating old documents, e.g. definition of detention), and NPM setting-based fora.</p> <p>Regular horizon scanning for relevant inquiry submissions</p> <p>Timeline: ongoing with briefings and submissions produced as and when required.</p> <p>Ongoing scanning for upcoming inquiries, reviews and treaty processes using policy tracker.</p> <p>October 2026 Begin draft of NPM evidence to UNCAT.</p>

				January 2027 Engagement with UNCAT, evidence drafting and feedback.
5.2 NPM Annual Conference	The Annual Conference is a core mechanism for promoting collaboration and education across NPM bodies. NPM bodies are also required to sign off on the Secretariat's business plan, the Annual Conference offers an appropriate space for this.	2027 conference shares learning and highlights key strategic/thematic priorities for the UK NPM.	Conference and supporting materials: Agenda Business plan 2027/28	October 2026 Conference coordination begins April 2027 2027 NPM annual conference held (Northern Ireland)
5.3 Financial reporting	BAU.	The NPM continues to be financially sustainable.	Quarterly Head of Secretariat reports to Steering Group.	Ongoing
5.4 Complete 2024 Membership Review	All NPM organisations agreed the outcome of the 2024 membership review. Ministerial designation of the NIHRC and EHRC as advisory members of the NPM (alongside SHRC), removal of the IRTL NPM designation, and designation of the Children's Commissioners as associate members is outstanding. The recently announced prospective merger of IMB, LO and HMIP, and the introduction of a new NPM Chair and Head of Secretariat, present an opportunity to pick this work up with MoJ and pursue a recommendation to Ministers to re-designate NPM organisations.	The 2024 Membership review is completed with the NHRIs formally becoming advisory NPM organisations, and the Children's Commissioners assuming their status as associate bodies.	Recommendations letter to Minister Written Ministerial Statement	June 2026 Quarterly meeting with MoJ sponsorship. Review of historic communications re: NPM legislative basis September 2026 Meetings arranged with new Chair and Ministers, prioritising Lord Timpson and DPM. Ongoing Quarterly meetings between NPM Team and MoJ sponsorship/international treaty team to explore MoU, legislative changes, and the NPM membership review.
5.5 Team engagement with individual NPM organisations.	The Secretariat can strengthen its impact through dialogue with NPM bodies, clarifying what is needed to better understand obligations under OPCAT and what the best use of the Secretariat's time will be, increasing reach and impact.	NPM Secretariat continues to increase its value to NPM mandate holders by seeking out feedback and acting on it. NPM improves its preventive abilities through 2-way dialogue between NPM bodies and NPM Secretariat.	Survey in Q3 2026 to all NPM mandate holders in advance of Online Conference. Series of online setting-based fora, beginning with police custody, and mental health and social care.	February – March 2026: All-NPM survey developed. April 2026: (Re-)confirm list of NPM reps for maximum engagement June 2026: Police-custody scrutiny bodies online meeting to discuss treatment of children in police custody and Parliamentary/Ministerial attention in England & Wales, Northern Ireland and Scotland. August 2026: Online meeting of NPM representatives from CQC, CIW, HIW, MWCS, Care Inspectorate, RQIA (Task & Finish group) Survey reviewed. September 2026:

				<p>Survey sent to all NPM organisation staff and volunteers.</p> <p>October 2026: Introduce regular meetings with each organisation (concentrated in England and Wales due to subgroup forum for Scotland and Northern Ireland)</p> <p>November 2026: Discussion of survey feedback at November online conference.</p> <p>January 2027: Survey outcomes and discussion inform Business Plan review and formation of 2027-28 NPM Business Plan.</p>
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Strategic Objective 6 - Internal development				
Objective	Rationale	Desired Outcome	Product/output	Timeline
6.1 Additional MoUs with key partners	<p>The recently announced prospective merger of the MoJ Arm's Length Bodies is an opportunity to recommend that the NPM and its mandate be named in legislation, using the peer review as supporting evidence.</p> <p>MoUs with the Ministry of Justice and HMIP are also overdue from the previous business plan, and this is an opportunity to re-think their contents and aim for:</p> <ul style="list-style-type: none"> - Strengthened independence (actual and perceived) of the NPM - Legislative basis establishing the NPM and its mandate (to better cover gaps in monitoring, to be identified using peer review + approved NPM definition and pro forma) 	<p>The NPM's mandate is strengthened and protected through naming in legislation.</p> <p>NPM organisations have a clearer basis to request access to sites where required (if no NPM organisation otherwise has access).</p> <p>Long-term increase in NPM Secretariat budget and staffing, to guarantee continuation and development of Subgroups, Dashboard and other transparency tools, and human-rights data analysis.</p>	MOU with the Ministry of Justice	<p>June 2026 Internal review of historic communications re: NPM legislative basis</p> <p>September 2026 Meetings arranged with new Chair and Ministers, prioritising Lord Timpson and DPM.</p> <p>Ongoing Quarterly meetings between NPM Team and MoJ sponsorship/international treaty team to explore MoU, legislative changes, and the NPM membership review.</p>
6.2 NPM Secretariat governance review and risk register	Risks to the continued functioning of the NPM Secretariat have been identified and, under the direction of the new Chair, the Secretariat will work with the Steering Group to agree simple, effective and non-burdensome processes to ensure team effectiveness, professional development, and line-management.	Smooth and effective direction of the NPM team that ensures sustainability of a workplan that adds value to NPM organisations through prioritising team development and wellbeing.	<p>Updated team governance procedures (e.g. lines of accountability, staff objectives and appraisals, regularity of performance reviews, etc.).</p> <p>Risk Register completed and maintained</p>	<p>April 2026 Constitution amendments and version control document confirmed and finalised.</p> <p>June 2026 NPM Secretariat to produce risk register</p> <p>Summer 2026</p>

				NPM Steering Group reviews and agrees draft risk register and proposed governance changes
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Active period
T&F/Subgroup meetings
Production of output

Appendix 1 – Calendar of Actions 2026-2027

Objecti	Activity	Notes/Key Dates	Sta	End	Apr 2	May 2	Jun 2	Jul 2	Aug 2	Sep 2	Oct 2	Nov 2	Dec 2	Jan 2	Feb 2	Mar 2	Row total
1.1	NPM guidance & training (MH & social care)	July: CPT standards (expected), August - December: T&F meetings January: Pilot sessions February: Dissemination March: Report	Jul 26	Mar 27													9
1.2	All-mandate holder conference	June: Planning begins November: Conference	Jun 26	Nov 26													6
1.3	Re-launch train-the-trainer package	May: Focus group July: Sessions, with follow-up ongoing.	May 26	Mar 27													11
2.1	NPM Northern Ireland Subgroup	May: Recommendations June: Personality Disorder roundtable Quarterly meetings ongoing.	May 26	Mar 27													11
2.2	NPM Scotland Subgroup	April - October: Workplan/strategy May/June: Introductory meetings Sep: Strategy planning Quarterly meetings ongoing.	Apr 26	Mar 27													12
2.3	AI Task & Finish Group	May: Survey June: Define product Bi-monthly meetings ongoing	May 26	Mar 27													11
2.4	Phase II: Solitary Confinement project	July - October: Visits November - January: Analysis March: Final report	Jun 26	Dec 26													8
2.5	Phase II: Person-Centred Pathway reporting	April: T&F group/research plan drafted June-August: Interviews September: Analysis	Apr 26	Sep 26													6
3.1	NPM Reporting Dashboard	June/July: Internal structural changes made August: Drop-in sessions January: Focus group to explore population of the dashboard	Jun 26	Mar 27													10
3.2	Transparency tools	April: DiC database to be shared with NPM Scotland Subgroup August: Completion of Scottish Independent Review Tracker October: Key issues section of the website complete	Apr 26	Mar 27													12
3.3	Communications Plan	April: Plan shared, delivery ongoing.	Apr 26	Mar 27													12
3.4	NPM Annual Report	August-November: Drafting/feedback Dec: Publication	Aug 26	Dec 26													5
4.4	CoE NPM forum participation & learning dissemination	Ongoing	Apr 26	Mar 27													12
4.5	CPT Visit	Expected summer 2026; dates TBC.	Jun 26	Aug 26													3
4.6	SPT engagement	Announcement expected late 2026; ad hoc engagement ongoing.	Nov 26	Mar 27													5
5.1	Evidence submission to UNCAT & other bodies	October: Begin drafting January: Engagement Briefings/submissions ongoing.	Oct 26	Mar 27													6
5.2	NPM Annual Conference 2027	October: Begin coordination April (27): Conference	Oct 26	Mar 27													6
5.3	Financial reporting	Ongoing.	Apr 26	Mar 27													12
5.4	Membership Review & MoJ engagement	September: Ministerial meetings Quarterly engagement with MoJ ongoing Work on MoU/legislation ongoing	Jun 26	Mar 27													10
5.5	Engagement with individual NPM organisations	April: Confirm representatives June: Police-custody forum August: subgroup meeting September: Survey October: Regular meetings November: Discuss feedback January: Outcomes feed into BP review	Apr 26	Mar 27													12
6.1	Additional MoUs with key partners	June: Internal review Jun September: Ministerial meetings Sep Quarterly engagement ongoing.	Jun 26	Mar 27													10
6.2	Secretariat governance review & risk register	April: Constitution amendments agreed June-August: Steering group risk register review	Apr 26	Aug 26													5
Monthly workload (count of active activities)					8	11	17	18	19	17	18	19	18	16	16	17	

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