

# **HMICA Business Plan 2009/10**

***Our Vision: To contribute to a better justice system through excellence in inspection***

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HMICA published our Strategic Plan 2009–2012 in October 2008. This is our high level plan containing our strategic aims and supporting goals over that three-year period.

I am pleased to present HMICA's annual business plan for 2009/10, which contains the more detailed measurable objectives (Action Plan Appendix A) for this year that will support our Strategic Plan.

In addition this business plan will contribute to the Ministry of Justice Departmental Strategic Objectives, specifically:

- Ensure a more effective, transparent and responsive criminal justice system for victims and the public
- Delivery of fair and simple routes to civil and family justice

Also PSA 24, which is: the delivery of a more effective, transparent and responsive criminal justice system for victims and the public.

### **Stakeholder perspective**

#### **Improved outcomes for service users**

**Strategic aim 1 – to bring about improved outcomes for users of inspected services.**

#### ***Goal 1.1 – drive improvement in outcomes for users of court services***

Our objectives for 09/10:

- 1.1.1 We will implement and monitor an Improvement and Assurance programme (IAP) commencing 1<sup>st</sup> April 2009. This programme will include a mixture of formal HMCS area inspections, thematic inspections and post inspection reviews. It will make provision for HMICA to inspect and report on any issues referred to it during 09/10 by the Lord Chancellor under s.60 Courts Act 2003, drive HMCS liaison arrangements (see 3.1.1), drive HMICA knowledge management through information and intelligence gathering arrangements and make provision for HMICA to provide advice and assurance to Ministers and inspected bodies as appropriate. The programme will also link to Criminal Justice Chief Inspectors Joint Business Plan (see 1.3.3)
- 1.1.2 deliver a fully funded inspection of the Military Courts Service by 31<sup>st</sup> March 2010 and continue discussions with Ministry of Defence policy colleagues in respect of future inspection activity in this area.

***Goal 1.2 – engage with stakeholders and service users to understand what ‘good outcomes’ look like from their perspective and inform their understanding of our role.***

Our objectives for 09/10:

- 1.2.1 We will implement and monitor our Communications plan commencing 1<sup>st</sup> April 2009. This plan will drive our commitment to engage with stakeholders and service users at all levels and will prioritise actions to help us understand what ‘good outcomes’ look like.

***Goal 1.3 – work collaboratively with the judiciary and partner agencies in the development and delivery of joint inspections.***

Our objectives for 09/10:

- 1.3.1 We will continue to discuss with the judiciary how we can work collaboratively to achieve improvements in the service to court users by regular meetings between the Chief Inspector and Senior Presiding Judge.
- 1.3.2 In delivering the IAP and Criminal Justice Joint Inspection plan, HMICA will continue to promote the use of liaison judges in appropriate joint and single agency inspections throughout 09/10.
- 1.3.3 HMICA will play an active role in the Criminal Justice Chief Inspectors Group and will deliver its responsibilities set out in the Joint Business Plan. This will include: Leading a joint inspection of Information Exchange and Security commencing 1<sup>st</sup> April 2009. We also expect to take part in the following joint inspections during the 09/10 inspection period: Inspection of Youth Offending Work; Overnight use of court custody areas; custody time limits; asset recovery, women in the criminal justice system, Muslims in the criminal justice system.
- 1.3.4 HMICA will support or work jointly with other inspection and assurance bodies in the delivery of our IAP for 09/10 or where we can assist them in improving outcomes for service users during this inspection year.

**Assurance of performance and service**

**Strategic Aim 2 – To provide assurance to Ministers and the public that appropriate levels of performance and service are being delivered by the inspected bodies.**

***Goal 2.1 – develop and continually improve a framework that defines assurance and appropriate levels of performance/service, within which inspected bodies can be assessed.***

Our objectives for 09/10:

- 2.1.1 Implement our piloted methodology and inspection framework, which effectively defines assurance and appropriate levels of performance/service, for all inspections during 09/10.
- 2.1.2 Ensure the use of the methodology and inspection framework is evaluated

after each inspection and reviewed accordingly through the Inspection Delivery and Improvement Group which will meet monthly during 09/10 (see objective 4.3.1)

***Goal 2.2 – develop and undertake a risk assessed programme of inspections, increasingly based on rigorous self-assessment, that identifies problems/risks, spreads good practice, makes recommendations, evaluates progress towards them – and satisfies assurance criteria***

Our objectives for 09/10:

- 2.2.1 Implement the HMICA Risk Assessment Policy from 1<sup>st</sup> April 2009, with systems embedded by 1<sup>st</sup> April 2010. Continue to populate the inspection risk register through consultation, liaison, inspected bodies self-assessment and intelligence on an ongoing basis.
- 2.2.2 In the 09/10 inspection year the Inspection and Assurance plan will deliver inspection covering the areas of greatest risk.

***Goal 2.3 – alert HMCS and Ministers to risks that pose a threat to performance and service delivery within inspected bodies.***

Our objectives for 09/10:

- 2.3.1 Through a planned programme of inspections set out in the Inspection and Assurance programme 09/10, deliver appropriate recommendations to inspected bodies, carry out post inspection review and complete the inspection with a management letter and submission to Ministers (18 month period)
- 2.3.2 Continue post inspection reviews on the 08/09 inspection programme recommendations completing inspections with a management letter to the inspected body setting out their progress and a submission to Ministers.
- 2.3.3 Continually monitor and update the inspection risk register throughout 09/10 to ensure that high priority risks are inspected against or highlighted to HMCS and Ministers.
- 2.3.4 We will issue an annual management letter to HMCS and Ministers by 31<sup>st</sup> July 2009, which summarises our findings for the inspection year.
- 2.3.5 The Chief Inspector will issue an Annual Report by 31<sup>st</sup> July 2009, which will include a breakdown of all inspection activity for the inspection year.

***Goal 2.4 – be a key source of advice on courts administration to Ministers, stakeholders, other inspectorates, service users and inspected bodies.***

Our objectives for 09/10:

- 2.4.1 Commence implementation of the HMICA Knowledge Management Strategy on 1<sup>st</sup> April 2009. Working towards enabling all members of HMICA to access, share and create knowledge in order for the organisation to be at the forefront of inspection practice and have a thorough, detailed and continued understanding of the organisation(s) that it inspects.

- 2.4.2 HMICA will gather good or notable practice during its inspection activity and make this available to Ministers, stakeholders, other inspectorates, service users and inspected bodies through an annual management letter to HMCS and Ministers and through our communications strategy
- 2.4.3 HMICA will respond within ministerial deadlines and based on inspection findings to requests for Ministerial advice on courts administration.

***Goal 2.5 – Increasingly become a key influencer in supporting evidence-based policy development in the Ministry of Justice.***

Our objective for 09/10:

- 2.5.1 Continue to work with and support colleagues within the Ministry of Justice by supporting evidence based policy development through engagement with requests for consultation based on inspection evidence.

**Building Effective Partnerships**

**Aim 3 – To secure maximum benefit from the opportunities for partnership working and collaboration across all aspects of our business at both local and national level.**

***Goal 3.1 – seek positive engagement/relationships with:- Ministers, judiciary, MOJ officials and inspected bodies at both local and national level.***

Our objectives for 09/10 are:

- 3.1.1 To introduce regular liaison meetings throughout 09/10, at all levels within HMCS and the Ministry of Justice, to ensure appropriate exchange of information and to build positive relationships.
- 3.1.2 Build our relationship with OFSTED regarding CAFCASS and Safeguarding Children with a view to a regular exchange of appropriate information and building an ongoing positive relationship.
- 3.1.3 Feed appropriate inspection findings and information into the Comprehensive Area Assessment process<sup>1</sup> through regular liaison meetings.

**Capabilities Perspective**

**Continuous Improvement**

**Aim 4 – to actively promote continuous improvement in inspected bodies and within HMICA.**

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<sup>1</sup> For the first time, local public services will be held collectively to account for their impact on better outcomes. This means that CAA will look across councils, health bodies, police forces, fire and rescue services and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. CAA partners are the Audit Commission, Commission for Social Care Inspection, Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted.

***Goal 4.1 – promote continuous improvement and self-assessment within inspected bodies***

Our objectives for 09/10 are:

- 4.1.1 We will evaluate the use of self assessment in the two methodology pilots; learn lessons on how best to use self assessment as an inspection tool; learn lessons for how inspected bodies can be supported to produce effective inspection self assessment; ensure the effective use of self assessment in the delivery of the Inspection and Assurance Programme 09/10.
- 4.1.2 to promote the proper use of self-assessment by HMCS through regular liaison for the purposes of inspection and knowledge management within HMICA
- 4.1.3 promote within the inspected bodies the evaluation of their own performance, through inspection and liaison as set out in the Inspection and Assurance Programme for 09/10.

***Goal 4.2 – Pilot, implement, and continuously develop a flexible methodology and framework that is intelligence and risk-led and can be applied to any court administration setting.***

Our objective for 09/10 is:

- 4.2.1 HMICA will complete two methodology pilot inspections by 31<sup>st</sup> July 2009, conduct an evaluation of both and implement a revised methodology and framework that is responsive to intelligence and risks for all other inspections for 09/10.

***Goal 4.3 – to develop a cycle of continuous improvement within HMICA.***

Our objective for 09/10 is:

- 4.3.1 we will establish an Inspection Delivery and Improvement Group which meets on a monthly basis, to embed and develop a cycle of continuous improvement based on evaluation of both the methodology and inspection framework.

**Quality Staff**

**Aim 5 – To maintain a highly motivated, diverse, skilled and knowledgeable workforce that values the contribution of all in the pursuit of excellence in inspection.**

***Goal 5.1 – recruit and retain excellent staff***

Our objective for 09/10 is:

- 5.1.1 HMICA will recruit additional inspectors and support staff appropriate to our new structure by 1<sup>st</sup> June 2009.
- 5.1.2 we will introduce arrangements for associate inspectors to be recruited during 09/10.

### ***Goal 5.2 – support and develop staff knowledge and skills***

Our objectives for 09/10 are:

- 5.2.1 develop and implement a training plan, which takes into account corporate training needs and individual development needs for HMICA commencing 1<sup>st</sup> April 2009..
- 5.2.2 carry out leadership development for the Senior Management Team by 31<sup>st</sup> March 2010.

### ***Goal 5.3 – support the overall strategy through an underpinning HR policy that recognises the departmental HR policy whilst meeting the needs of HMICA.***

Our objective for 09/10:

- 5.3.1 HMICA will implement our HR strategy commencing 1<sup>st</sup> April 2009.

### ***Goal 5.4 – develop and implement an action plan to ensure our equipment and IT infrastructure supports the needs of staff***

Our objective for 09/10:

- 5.4.1 we will review our IT needs assessment for all staff by 1<sup>st</sup> October 2009. HMICA will then review, develop and implement an IT action plan.

## **Resource Perspective**

### **Building Organisational Capacity**

**Aim 6 – to build the capacity to respond appropriately to changing future needs.**

### ***Goal 6.1 – build organisational capacity and resilience to respond to changing demands***

Our objectives for 09/10 are:

Our objectives under Strategic Aim number 5 will enable us to build organisational capacity and resilience to respond to changing needs and demands throughout 09/10

In addition to the inspection of HMCS in 09/10 we will:

- 6.1.1 support policy colleagues with the passage of the Coroners and Justice Bill in relation to inspection of the Coroners Service and address with departmental colleagues the resourcing of any inspection of the Coroners Service
- 6.1.2 increase our knowledge of the Coroners Service through knowledge management (see objective 2.4.1)
- 6.1.3 conduct an evaluation of the costs and benefits of inspection in the Tribunals Service

### **Value for Money**

***Aim 7 – to ensure good choices are made across the inspectorate by underpinning activity with a focus on value for money.***

Goal 7.1 – develop and implement a resource and financial strategy that underpins the strategic objectives and delivers value for money.

Our objectives for 09/10 are:

To support and contribute to the Ministry of Justice PEP by:

- 7.1.1 developing a three year financial strategy that aligns budget forecasts with the HMICA Strategic Plan 2009–12.
- 7.1.2 developing and implementing a financial plan that aligns the budget allocation for 09/10 to the business plan for 09/10.
- 7.1.3 ensure our HR arrangements provide value for money.

***Goal 7.2 – develop and implement a model that identifies the costs and benefits of each inspection undertaken***

Our objective for 09/10 is:

- 7.2.1 to evaluate the cost and benefit analysis of the pilot inspections, and roll out the model to all inspections and post inspection reviews undertaken.

***Goal 7.3 – operate within our allocated budget***

Our objective for 09/10 is:

- 7.3.1 continue to improve financial management information to allow informed decision making within HMICA

**Internal Process Perspective**

**Delivery of HMICA Change Programme**

**Aim 8 – to effectively deliver HMICA’s change programme**

***Goal 8.1 – implement HMICA’s change programme, delivery changes in: Strategic Planning; Methodology; Knowledge Management; Evaluation; People and Structures; Communications.***

Our objective for 09/10 is:

- 8.1.1 Implement the change programme action plan and mainstream all relevant actions by 31<sup>st</sup> March 2010.
- 8.1.2 We will comply with MOJ Health and Safety Policy and Procedures and implement any additional requirements by 31<sup>st</sup> March 2010.

***HMICA is committed to protecting its information and recognises the importance of complying with statutory requirements.***

8.1.3 HMICA will demonstrate the execution of its responsibilities with regard to information assurance and data handling, and compliance with the provisions of the Data Protection Act, HMG policy guidance and the ISO27001 standard.

### **Promoting Equality and Diversity**

**Aim 9 – to embed equality and diversity as fundamental principles in HMICA and all inspection activity, assisting all staff to realise their full potential.**

#### ***Goal 9.1 – develop a diversity and equality statement and policy***

Our objective for 09/10 is:

9.1.1 Implement the HMICA Equality and Diversity Strategy

***Goal 9.2 – implement a diversity and equality action plan setting out objectives, outlines end and milestone timescales and responsible officers.***

Our objective for 09/10 is:

9.2.1 Implement and monitor the HMICA Equality and Diversity Action Plan 09/10

***Goal 9.3 – ensure its commitment to diversity and equality is reflected in all inspection activity.***

Our objective for 09/10:

9.3.1 As above (Implement and monitor the HMICA Equality and Diversity Action plan)

### **Independence and Openness**

**Aim 10 – to conduct business in an atmosphere of openness and transparency, while maintaining independence.**

***Goal 10.1 – continue to make independent judgements and base inspection conclusions and recommendations on robust evidence.***

Our objective for 09/10 is:

10.1.1 we will continue to make independent judgements and base inspection conclusions and recommendations on robust evidence, this will be monitored on an inspection by inspection basis through our quality assurance process.

***Goal 10.2 – work with inspected bodies to develop a relationship of trust and respect within a process that is wholly transparent***

Our objective for 09/10 is:

10.2.1 we will work with Ministry of Justice colleagues on the development of a protocol which defines the independence, responsibilities and relationships of the inspectorate with the Ministry of Justice.

