



Bob Neill MP
Chair of the Justice Select Committee
House of Commons
London
SW1A 0AA

25 June 2018

Dear Bob

2018/19 PERFORMANCE FRAMEWORK FOR HMPPS

I am writing to inform you about the changes I intend to make to the MoJ's approach to managing prison and probation performance in 2018/19. This will move us to a model where Ministers set Agency-level performance expectations for HMPPS, with the performance levels of prisons and probation services to be agreed and monitored by HMPPS rather than through a commissioning function within the MoJ.

As you will be aware, the 2016 Prison Safety and Reform White Paper described an approach to accountability and empowerment in the prison system that included changes to the way that Governors would be held to account for delivery. This entailed MoJ commissioners setting detailed performance expectations for individual prisons and prison groups and working with them to produce three-year local delivery strategies agreed with Ministers.

I have concluded, however, that this level of involvement in the detail of individual prisons' performance sits better with HMPPS through its internal line management chain. Ministers and the MoJ can better drive overall improvements in the services delivered to users by focusing on the overall performance of HMPPS against key, national-level metrics. This means that the commissioning relationship described in the White Paper will be amended and we will move to a new performance model that increases the direct accountability of HMPPS to Ministers, informed by bolstered independent scrutiny bodies such as Her Majesty's Inspectorates of prisons and probation.

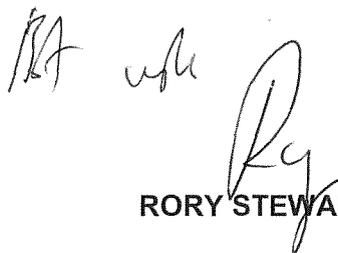
The new model is characterised as follows:

- **High-level strategic priorities will be set by Ministers**, alongside the annual budget allocation to HMPPS. These will be informed by consultation with HMPPS and published in their business plan.
- **HMPPS will be responsible for performance of prisons and probation** against these operational priorities. The new model will allow HMPPS to drive performance through the line through delivery-level targets and business planning.

My high-level priorities and key performance indicators (KPIs) for 2018/19 have been set out in the HMPPS business plan. These are attached at annex A. They cover whole system priorities such as reducing re-offending, as well as prison- and community-specific measures. The KPIs also include a new focus on improving outcomes against the four healthy prison tests used by Her Majesty's Inspectorate of Prisons (HMIP). In line with the recommendation of your Committee's report following the HMIP inspection of HMP Liverpool, we will be making additional resources available to the Inspectorate this year for them to develop a new process to follow up their recommendations.

HMPPS will focus on delivering performance improvements in prisons and probation over the course of the year, in line with the commitments I made to you at the JSC oral hearing in January. In addition to the high level Ministerial priorities and KPIs, HMPPS will monitor prison performance against a wider range of measures and will make an overall assessment of the performance of each prison at the end of each year. As is the case now, performance against these measures and overall ratings will be published annually at the end of July.

During 2018/19 we will collect data against new measures focused on prisoner outcomes: accommodation and employment on release from custody; and educational attainment in English and maths. I have also asked officials to work on the development of better measures of prisoners' purposeful activity, including the potential for better data on time out of cell; the hygiene and maintenance of prison buildings; and staff training. Developing robust measures in these areas is a strategic priority for the Department and, assuming the data quality meets our standards, we will seek to introduce KPIs in these areas for 2019/20


RORY STEWART MP

ANNEX A - Key Performance Indicators 2018/19

Reoffending

Priority	KPI
Reducing reoffending	<ul style="list-style-type: none"> One-year proven reoffending rate for adults released from prison or commencing a court order One-year proven reoffending rate for children and young people

Prisons

Priority	KPI
Safety	<ul style="list-style-type: none"> Published HMIP Scores for Safety in 2018/19 compared to 2017/18 Rate of prisoner-on-staff assaults per 1,000 prisoners (12 month rolling average) Rate of prisoner-on-prisoner assaults per 1,000 prisoners (12 month rolling average) Rate of self-inflicted deaths per 1,000 prisoners (12 month rolling average) Rate of deliberate self-harm incidents per 1,000 prisoners (12 month rolling average) Rate of self-harming individuals per 1,000 prisoners (12 month rolling average) Average rate of positive results from random mandatory drugs, including new Psychoactive Substances.
Security	<ul style="list-style-type: none"> Number/rate of escapes from prisons and prison escorts Rate of absconds per 100,000 prisoner days (for open and semi-open prisons only)
Respect & Decency	<ul style="list-style-type: none"> Published HMIP Scores for Respect in 2018/19 compared to 2017/18
Purposeful Activity	<ul style="list-style-type: none"> Published HMIP Scores for Purposeful Activity in 2018/19 compared to 2017/18 Number of hours worked compared to scheduled hours. % prisons with an OFSTED rating of Good or Outstanding rating (excludes Wales)
Rehabilitation & Release Planning	<ul style="list-style-type: none"> Published HMIP Score for Rehabilitation and Release Planning in 2018/19 compared to 2017/18 Completion of Offender Behaviour Programmes against commissioned programmes
Organisational Effectiveness	<ul style="list-style-type: none"> Number of prison officers in post against FTE target Resignation rate for band 3-5 prison officers Prison Engagement score from Civil Service Staff Survey % of governors who have served more than 3 years in post

Probation

Priority	KPI
Compliance & risk management	<ul style="list-style-type: none"> Initial contact (Order & Licence) Sentence plan timeliness (Order & Licence) Compliance with Licence/Post-Sentence Supervision Periods
Enforcement	<ul style="list-style-type: none"> Breach timeliness Recall timeliness Recall review timeliness
Completion of the sentence of the court	<ul style="list-style-type: none"> Completion of Community Orders/Suspended Sentence Orders Completion of Unpaid Work Completion of accredited programmes