

HM Inspectorate of Prisons

Strategic objectives 2016–20

Year 5: business plan 2020-21

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COVID-19 update (May 2020)

This business plan, its foreword, its introduction and its operating context were drafted in January and February 2020, before the scale and impact of the COVID-19 pandemic became clear. It sets out our objectives and priorities as we expected them to be before the virus so dramatically changed the context in which we are working.

The Inspectorate's Corporate Governance Board met virtually in April 2020 to consider the impact of COVID-19 on this business plan. The pandemic has caused us to significantly adapt how we deliver our first, and arguably most important, objective: to inspect and report publicly on treatment and conditions for those held in detention. In March, I announced the suspension of our inspection programme until at least the end of May. By April, we had designed a new methodology for the COVID-19 crisis, based on short scrutiny visits to establishments. Going forward, we will continue to adapt our methodology to the evolving circumstances created by the pandemic, with the ambition of returning to full inspections when conditions allow. We remain confident that we can deliver on our objective to inspect and report publicly on treatment and conditions, but the way in which we do this will be dependent on COVID-19 and its consequences, including developments in national public health guidance.

A number of other objectives will inevitably also be affected by the crisis. We may not be able to start some of our proposed thematic inspections until much later in the year or even until next year. Some projects will be delayed because we have diverted resources to design our COVID-19 methodology at speed, or because joint work with partners is not possible while they also focus on crisis response.

However, the Board agreed that many of our objectives for the year remain both important and feasible, despite the pandemic. Work to update *Expectations* for prisons holding women and for military custody continues as planned. In the new COVID-19 normality of remote working, it remains more important than ever to think proactively and creatively about staff development, staff support and internal communications. We will work closely and collaboratively with partner inspectorates and stakeholders, including as we adapt our methodology to evolving circumstances. The Inspectorate continues to strive for the highest standards of good governance and financial management.

I have therefore decided to publish this business plan as originally intended, with the addition of this update to set out the impact of the pandemic on our work. To be as transparent as possible, we have sought to indicate (in blue text) which of our detailed objectives we expect to be most affected by the crisis. While ways of working will necessarily be different, I continue to judge that this business plan provides a credible and coherent framework for the work of the Inspectorate over the coming year.

Peter Clarke CVO OBE QPM
HM Chief Inspector of Prisons

20 May 2020

Foreword (February 2020)

Since February 2016, HM Inspectorate of Prisons has been working to a considered set of strategic objectives. These were agreed to provide clear structure and focus to our work, and each annual business plan since 2016 has detailed the specific activities HM Inspectorate of Prisons planned to undertake in support of the longer-term strategy. This document presents the business plan for the year 2020–21.

Over the 12 months, we will build on efforts to emphasise our core principles and priorities: to be influential, accountable and collaborative. One year on from the introduction of our Independent Reviews of Progress (IRPs), we will take stock of their impact to date and ensure we take any necessary steps to embed them further into our ways of working. Feedback we have received from many establishments over the year suggests that governors and staff find them a useful assessment of progress, helping them to prioritise their efforts, and we intend to carry out 15–20 IRP visits again this year. We will complete a review of the *Expectations* for those held in women’s prisons, with the aim of driving improvement in treatment and conditions which reflect women’s specific needs and experiences. We will focus on our communications strategy, enhancing our digital presence and engaging proactively with key stakeholders, to ensure that our findings have the greatest possible impact. And we will continue to strengthen our relationships and joint working with our partner inspectorates.

In addition, the business plan for 2020–21 sets out in detail our commitment to the requirements of independent preventive inspection across all the custodial sectors in which we operate, including immigration detention facilities, court custody, police custody and military custody. It also shows our preparedness to revise and update our methodology, to be accountable for our work, and to ensure that we adhere to the highest standards of corporate good governance.

The operating environment in prisons remains complex and challenging. Too many prisons cannot be considered safe and the number of incidents of self-harm remains disturbingly high. The shortfall in purposeful activity places means that too many prisoners are locked up in their cells for too long, which can only contribute to their feelings of frustration. We have seen time and again that too many prisoners do not have an up-to-date risk assessment, making it difficult for them to progress and potentially exposing the public to risk. During the previous year, I found it necessary to write to the Secretary of State to invoke the Urgent Notification process on two occasions, in respect of HMP Bristol and HMYOI Feltham. Yet at the same time, inspections over the last 12 months have also demonstrated the power of committed and dynamic local leadership and dedicated prison staff: we have inspected a number of typically ‘challenging’ establishments which have succeeded in making real improvement to outcomes for detainees, for which they rightly deserve to be congratulated.

I am confident that this business plan gives a credible and coherent framework for the work of HM Inspectorate of Prisons for the coming months, and that it will enable the Inspectorate to continue to drive improvement in outcomes for detainees across custodial sectors.

Peter Clarke CVO OBE QPM
HM Chief Inspector of Prisons

17 February 2020

1. Introduction

1.1 This document provides a framework for the delivery of our work. Our strategic objectives set out our vision and objectives for 2016–20 and are due for renewal in April 2020. However, in light of the expected appointment of a new Chief Inspector in 2020, we will continue to operate within our existing strategic framework for at least the first part of the next business year; this will ensure that an updated set of strategic objectives fully reflects the priorities of the new Chief Inspector.

1.2 This plan sets out HM Inspectorate of Prisons' (HMI Prisons') mandate and values. It outlines assumptions about future changes in our operating context and the high-level risks associated with delivering our work. The work of the Inspectorate is described under five themes:

- **An independent inspectorate**

We will fulfil our statutory duty. Our primary task to report accurately, impartially and publicly concerning the treatment and conditions for detainees will continue. Our values-based approach, our independent *Expectations* and our methodology will support us in ensuring human rights standards are maintained and outcomes for detainees improve across the different custodial settings we inspect.

- **An influential inspectorate**

We will inspect and report in an open way, challenging constructively those responsible for the institutions we inspect. We will ensure that evidence from our inspections informs policy and practice and contributes to improving outcomes for those held in custody. Our communications strategy will ensure that findings from our inspections are made accessible to a wide range of stakeholders, including the public.

- **An accountable inspectorate**

We will manage our resources efficiently and undertake our work in a professional manner. We will account for our performance and continue to demonstrate value for money.

- **A capable inspectorate**

We will be a multidisciplinary, values-based organisation committed to equipping our staff with the skills they need to fulfil our purpose. We will strive to increase the diversity of our workforce. We will use our resources efficiently to maximise the quality of our inspections and improve the treatment of and conditions for detainees.

- **A collaborative inspectorate**

We will meet our statutory obligation to work collaboratively with our criminal justice partners, as well as other key stakeholder partners, to better promote conditions for detainees. As a member of the National Preventive Mechanism (NPM), we will work with the NPM Secretariat (which is housed at HMI Prisons) and with the NPM membership to increase OPCAT (UN Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment) compliance and coordinate joint working.

- I.3 These themes are broken down into a number of strategic tasks. The strategy is set against our risks and funding assumptions. A detailed business plan for 2020–21 is incorporated.

Consultation

- I.4 In preparing this plan we have sought to account for the views of stakeholders on our performance and methods, assessed feedback from inspected bodies after each inspection, consulted our staff and considered the views of policymakers and observers on likely changes in our external environment. The draft business plan is shared with the Justice Select Committee and other key stakeholders and partners; their feedback will be reflected in the final version of the plan.
- I.5 Our inspection programme for 2020–21 and the inspection framework we will apply are also subject to statutory consultation in accordance with the requirements of the Police and Justice Act 2006 s.28. Responses, for which we are grateful, are considered and are incorporated into our planning.

2. Mandate

2.1 Successive Chief Inspectors have summarised the Inspectorate's purpose as follows:

'We ensure independent inspection of places of detention, report on conditions and treatment and promote positive outcomes for those detained and the public.'

2.2 This statement of purpose derives from HM Chief Inspector of Prisons' legislative powers and duties and the UK's obligations arising from its status as a party to OPCAT.

Statute

2.3 HM Chief Inspector of Prisons' responsibilities are set out in:

- Section 5A of the Prison Act 1952 as amended by section 57 of the Criminal Justice Act 1982 which, in particular, requires the Chief Inspector to report to the Secretary of State on the treatment of prisoners and the conditions in prisons and young offender institutes
- Section 46 (1) of the Immigration, Asylum and Nationality Act 2006 which extended the Chief Inspector's remit to immigration detention centres, short-term immigration holding facilities and escort arrangements throughout the UK
- the Police and Justice Act 2006 s.28 which added to the 1952 Act by setting out the Chief Inspector's further powers and duties to cooperate and consult with other criminal justice inspectorates and other bodies.

2.4 These powers and duties require the Chief Inspector to prepare an inspection programme and inspection framework, on which the relevant Secretary of State and other specified bodies must be consulted, and report independently on the treatment of prisoners and detainees and the conditions in which they are held. The Chief Inspector jointly inspects police custody with HM Inspector of Constabulary and HM Inspector of Fire & Rescue Services (jointly HMICFRS) as part of the programme of work with other criminal justice inspectorates undertaken under the auspices of the Police and Justice Act 2006.

2.5 The Chief Inspector's responsibilities have been extended to include the inspection of court custody and, jointly with HMICFRS, Border Force customs custody suites. By invitation, HM Chief Inspector of Prisons also carries out inspection of military detention facilities, prisons in Northern Ireland (jointly with Criminal Justice Inspection Northern Ireland (CJINI)), prisons on the Isle of Man and Channel Islands and some other overseas prisons in jurisdictions with links to the UK. The Chief Inspector currently works to a service level agreement and protocol with the Ministry of Justice (MoJ) and Ofsted (Office for Standards in Education, Children's Services and Skills) concerning the inspection of secure training centres (STCs).

Expectations

- 2.6 *Expectations* are the documents which set out the detailed criteria HMI Prisons uses to appraise and inspect prisons and other custodial establishments. These criteria are used to examine every aspect of life in detention, from arrival to release.
- 2.7 *Expectations* are based on international human rights standards, as well as issues considered essential to the safe, respectful and purposeful treatment of detainees in custody and their effective resettlement. *Expectations* are also based on the rules, regulations and guidelines by which the custodial establishment is run.
- 2.8 With reference to prisons, the concept of a healthy prison is one that was first set out by the World Health Organisation, but it has been developed by the Inspectorate and is now widely accepted as a definition of what ought to be provided in any custodial environment. It rests upon four key tests which vary slightly according to the type of custodial environment inspected:
- **Safety:** prisoners, even the most vulnerable, are held safely.
 - **Respect:** prisoners are treated with respect for their human dignity.
 - **Purposeful activity:** prisoners are able, and expected, to engage in activity that is likely to benefit them.
 - **Rehabilitation and release planning:** prisoners are prepared for their release back into the community. Their risk of harm is effectively managed and they are helped to reduce their likelihood of reoffending.

UN Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)

- 2.9 HMI Prisons hosts the Secretariat for, and is a member of, the 21-body National Preventive Mechanism (NPM), by which the UK delivers its obligations as a party to OPCAT. The NPM's mission is to prevent ill-treatment through independent inspection, monitoring and visiting every place of detention in the UK. At a minimum, OPCAT requires that NPMs:
- are functionally independent with independent personnel
 - have sufficient expertise, a gender balance and adequate representation of ethnic and other minorities
 - are provided with the necessary resources.
- 2.10 The NPM Secretariat works closely with the NPM's independent Chair and its 21 institutional members to develop and implement an annual strategic plan for the NPM's membership. HM Chief Inspector of Prisons sits on the Steering Group of the NPM. The NPM Secretariat works with the membership to increase OPCAT compliance and coordinate joint projects, including an annual report which is laid before Parliament. The NPM receives guidance and advice from the UN Subcommittee on Prevention of Torture. The NPM Secretariat liaises with the MoJ, the sponsor body for the NPM.

2.11 The NPM's strategic objectives are to:

- work together with the members of the NPM to strengthen the protection of those in detention in the UK
- ensure every NPM member delivers its own responsibilities under OPCAT
- build an NPM that is effective in delivering all the requirements of OPCAT
- increase the visibility and awareness of the NPM's role in prevention, OPCAT, the prohibition of ill-treatment in detention and the Convention Against Torture.

HMI Prisons' values

2.12 The established values of the Inspectorate are as follows.

- Independence, impartiality and integrity are the foundations of our work.
- The experience of the detainee is at the heart of our inspections.
- Respect for human rights underpins our expectations.
- We embrace diversity and are committed to pursuing equality of outcomes for all.
- We believe in the capacity of both individuals and organisations to change and improve, and that we have a part to play in initiating and encouraging change.

HMI Prisons' equality and diversity statement

2.13 We are committed to creating and maintaining a working environment that is positive about and supportive of all equality and diversity issues. We believe that difference and diversity within our workforce strengthens the work we do and the influence we have.

2.14 We are committed to becoming an employer of choice by creating an inclusive and supportive working environment where people are treated with dignity and respect and where discrimination and/or exclusion are not tolerated. Our goal is to ensure these commitments, reinforced by our values, are embedded in our day-to-day working practices.

2.15 Our long-term vision is to:

- have a workforce with the necessary expertise and sufficient diversity to reflect the community in which it operates
- develop a more flexible and supportive working environment which always seeks to include difference
- continue to build a confident and competent workforce who feel valued and heard
- deliver learning and development opportunities to our staff so they are equipped to understand, inspect and make valid and relevant recommendations relating to equality and diversity.

2.16 We expect commitment and involvement from all our staff and partners in working towards the achievement of our vision and to that end we have developed an equality and diversity action plan.

3. Resources

- 3.1 We have submitted a detailed budget proposal to the Ministry of Justice (MoJ) for the business year 2020–21. At the time of writing, our budget for 2020–21 is as follows:

Ministry of Justice (Core funding)	£4,369,000
Youth Justice Board – child detention	£119,866
Youth Justice Board – secure training centres	£35,290
Home Office – immigration detention	£352,220
Home Office – police custody	£300,000
Home Office – customs custody	£13,260
Ministry of Defence – secure forces custody	£14,036
Other jurisdiction and shared inspection costs	£30,000
NPM members	£20,500
Total	£5,254,172

COVID-19 update: we remain in frequent contact with the MoJ and other stakeholders about the potential impact of the COVID-19 crisis on our financial resources.

- 3.2 In addition, by invitation, HM Chief Inspector of Prisons carries out inspections of military custody and detention facilities, prisons in Northern Ireland (on behalf of Criminal Justice Inspection Northern Ireland (CJINI)), prisons on the Isle of Man and Channel Islands and some other overseas prisons in jurisdictions with links to the UK. These are charged at cost.
- 3.3 There are currently 72 staff and fee-paid associates at the Inspectorate (workforce total at January 2020). Our staff and fee-paid associates come from a range of professional backgrounds. While many have experience of working in prisons, others have experience in social work, probation, law, youth justice, health care and drug treatment, social research and policy. We have a small secretariat function which includes finance, HR and inspection support, press, publications, policy and NPM coordination.

4. The operating context (as of February 2020)

4.1 The following assumptions have been made about the main features and operating context that will impact on the work of our organisation:

Adult men and women's prisons and general trends

- The Government recently made a number of announcements about the criminal justice system. Some of these directly relate to prisons and others are likely to impact on the prison system, including the prison population. Examples include the prison security package, changes to sentencing laws for those convicted of serious violent and sexual offences, the pledge to create additional prison places and the proposed Royal Commission on criminal justice.
- In late 2016, the Government announced its intention to recruit an additional 2,500 prison officers. This is a welcome increase, but means that many staff are relatively inexperienced; we routinely inspect prisons that report that between 40% and 60% of their staffing compliment have less than two years of experience. New staff provide opportunities, such as the renewal of culture, but also need time and support to ensure they can fulfil their roles, which include fostering good quality and consistent staff-prisoner relationships and ensuring the competent delivery of safe and purposeful regimes.
- In some prisons, we are starting to see evidence that increased efforts to reduce violence and the availability of illicit drugs are taking effect. However, this improvement is still recent and despite some cautious optimism, the use of illicit drugs and levels of violence remain high across much of the estate and too many prisoners continue to tell us that they do not feel safe. These issues will need to remain the focus of sustained efforts if we are to see real and long-lasting improvements.
- Of significant concern, levels of self-harm have continued to rise and the number of self-inflicted deaths is still high. We continue to find weaknesses in assessment, care in custody and teamwork (ACCT) case management and too little being done to understand the causes of self-harm. Too many recommendations made following Prisons and Probation Ombudsman (PPO) investigations into these deaths are not addressed or implemented adequately.
- Overcrowded conditions, limited time out of cell and a lack of purposeful activity continue to cause frustration for prisoners and heighten the risk of violence, illicit drug-use and self-harm. A lack of spaces within the estate is also inhibiting the ability to transfer prisoners in line with their rehabilitation and resettlement needs. If the early signs of improvement in reducing violence and drug-use are to be built on, prisoners need to be in the right location, out of their cells and productively occupied. Ofsted recently introduced the Education Inspection Framework (EIF) and will continue to utilise this Framework to inspect education and skills in prisons and YOIs.
- The Offender Management in Custody (OMiC) model has been rolled out across most of the estate and is beginning to be embedded, but regular and meaningful contact by prison offender managers (POMs) and timely review of risk and needs (OASys) are ongoing challenges. We continue to find weaknesses in the implementation of public protection measures, including child contact arrangements. There is growing evidence that the keyworker initiative is strengthening constructive staff-prisoner relationships

that can help to encourage change. However, key workers are not yet supporting rehabilitation and release planning goals sufficiently well and rarely work closely enough with prison offender managers.

- The Government published The Rt. Hon. David Lammy MP's review into the treatment of Black, Asian and Minority Ethnic individuals in the criminal justice system in September 2017 (available at <https://www.gov.uk/government/publications/lammy-review-final-report>). The review made a number of recommendations relating to prisons. However, we continue to find that the promotion of equality and diversity requires greater priority. In the coming year, we will publish a thematic report on rehabilitation and release planning work with minority ethnic prisoners.
- Outcomes in women's prisons remain better generally than those found in men's prisons. Violence is much lower in women's prisons but the level of self-harm remains very high. Illicit drug use is also much lower than in men's prisons but we have begun to see an increase in the availability of psychoactive substances in some of the women's prisons. Relationships between staff and prisoners are a strength, as is work to support contact with children, families and friends. A review undertaken by Lord Farmer was published in June 2019 (available at <https://www.gov.uk/government/publications/farmer-review-for-women>). This aimed to further improve the focus given to supporting women in maintaining and building contact with children and families. There are continued challenges in women being held a long distance from home and significant issues with the lack of accommodation on release across England and Wales. This coming year HMI Prisons will complete a review of the *Expectations* for prisons holding women, and these will seek to promote the differences experienced by women and the importance of trauma-informed and gender-specific approaches to effective practice.
- Health services are mostly satisfactory or better, and commissioning oversight and partnership working are strengthening. However, a shortage of qualified nurses and GP's continues to impact the health outcomes of prisoners, particularly in the areas of mental health and long-term condition management. The lack of secure mental health beds in the community has not improved prisoner waiting times and we continue to recommend improvements in this area. Access to services for the aging prison population, including dementia services, social care provision, planning for prison inpatient beds and palliative care, still requires a robust strategic response.

Children and young people

- Institutions holding children continue to be a cause for concern: inspections in 2019–20 found a decline in outcomes in both secure training centres (STCs) and young offender institutions (YOIs). This was most stark at HMYOI Feltham, where we issued an Urgent Notification, and Medway STC, where provision was judged to be inadequate.
- Our thematic work has also identified shortcomings. Our joint thematic report into youth resettlement found that, with a few notable exceptions, resettlement work was not effective and outcomes on release were poor. Most concerning, our thematic inspection into separation found a lack of leadership at all levels and large numbers of children subject to conditions that met the widely accepted definition of solitary confinement.

Immigration

- The wider immigration policy environment remains complex and sensitive, and it will continue to be important to monitor closely the consequences of public debates about immigration and of changes in immigration policy on those in detention. The numbers held in immigration detention have reduced, but there is still no time limit on detention. There is also evidence that those remaining in detention are a particularly vulnerable group due to mental ill health, experiences of torture in their country of origin or trafficking. Short notice removals and the lack of the use of interpretation further increase the vulnerability of many detainees, undermining their ability to challenge poor treatment. The establishment of a public inquiry relating to events at Brook House Immigration Removal Centre illustrates the ongoing risks attached to places of immigration detention, and may have implications for our inspections going forward.

Police and court custody

- Our recent inspections of court custody facilities have seen improved organisational learning and a focus on trying to deliver a good standard of care and conditions for detainees. The key agencies responsible for court custody work well together and outcomes across the piece have been reasonably good. Revised *Expectations* for court custody have been widely consulted on and will be published in spring 2020.
- Our findings in recent joint inspections of police custody have been mixed. Ongoing concerns include: insufficient performance monitoring to ensure outcomes for detainees are fair; lack of oversight and governance for the use of force against detainees in custody; and forces not consistently meeting the requirements of code C of the PACE codes of practice.
- Our first inspection of Terrorism ACT (TACT) custody facilities, used to hold people suspected of terrorism or terrorism-related offences, was positive overall and we found good treatment of and conditions for detainees.
- Our inspections generally reflect that fewer children are detained and there is good focus on diverting them from custody. However, those who are held in custody do not always experience prompt and ongoing support from appropriate adults and the few who are charged and refused bail are often held overnight due to the lack of available alternative local authority accommodation.
- While support for people suffering from mental ill health has generally improved and has resulted in mentally unwell people being diverted from custody, high numbers are still taken to custody on suspicion of having committed offences. Many forces experience delays in organising Mental Health Act assessments for those suffering from acute mental ill health, and in acquiring bed spaces and transportation to specialist hospital facilities. We have increasingly found that police forces are having to resort to using section 136 of the Mental Health Act powers to move mentally unwell people from custody to a health-based place of safety when health partners have lacked the capacity to deal with them appropriately in custody.

National Preventive Mechanism

- Recent international scrutiny of the NPM (by the UN's Committee Against Torture, UN Sub-Committee for the Prevention of Torture, and the Council of Europe's European Committee for the Prevention of Torture) will emphasise the need for an

NPM with a legislative underpinning and guarantees of independence, as well as the need for proper resourcing of its central secretariat functions. The NPM will continue to advocate for these recommendations to be acted on by government. The NPM will also continue to strengthen its relationships with devolved governments.

5. Strategic objectives 2016–20

These objectives were originally published in April 2016. They were due for renewal by April 2020, but given the expected appointment of a new Chief Inspector in 2020, we will review and revise our strategic objectives after their arrival.

An independent inspectorate		
1	Inspect and report publicly on the treatment and conditions of those held in detention.	
2	Undertake a review of all <i>Expectations</i> to ensure that they remain relevant and are underpinned by emerging human rights standards and other changes in the external environment.	
3	Keep under review our methodology and guidance for inspections and Independent Reviews of Progress to ensure best practice and continuous improvement.	
4	To ensure effective working between HMI Prisons and the Ministry of Justice.	

An influential inspectorate		
5	Influence the establishments we inspect by using lessons from our inspections to contribute to policy making.	
6	More actively promote improvement to outcomes in prisons by increasing the impact of HMI Prisons' findings and recommendations.	
7	Share best practice and support establishments in making improvements to outcomes for detainees.	
8	Promote compliance with OPCAT.	
9	Maintain stakeholder confidence in our work.	

An accountable inspectorate		
10	Plan and deliver an annual report to be laid before Parliament.	
11	Develop and publish an annual business plan.	
12	Ensure a high standard of corporate governance.	
13	Be able to demonstrate the impact of our work on policy and practice.	

A capable inspectorate		
14	Ensure the Inspectorate has an appropriately skilled and expert workforce, and that staff members are supported in carrying out their roles effectively.	
15	Embed our commitment to equality, diversity and inclusion across the Inspectorate.	
16	Develop and implement an HMI Prisons business continuity plan.	

A collaborative inspectorate		
17	Work with inspection partners to add value and enhance outcomes for detainees.	
18	Actively contribute to the joint criminal justice inspection and thematic programme.	
19	Through the NPM Secretariat, support the coordination of work of the 21-member NPM to increase OPCAT compliance and deliver joint projects.	
20	Work with HMICFRS and the Care Quality Commission (CQC) to update our approach to the joint inspection of police and border force customs custody.	
21	Continue to develop and deliver joint work with other partners as appropriate.	

6. Business plan 2020-21

- 6.1 The business plan is divided into the five strategic themes set out in our strategic plan. Under each theme, clear and time-bounded deliverables are identified, together with how we will measure success.
- 6.2 This plan will be reviewed regularly by the Inspectorate's Corporate Governance Board and Delivery Board to assess progress.

An independent inspectorate

Objective 1:

Inspect and report publicly on the treatment and conditions of those held in detention.

COVID-19 update: our ability to deliver an unannounced inspection programme and between 15 and 20 independent reviews of progress has been significantly affected by the COVID-19 crisis. We have developed a COVID-19 methodology, based on short scrutiny visits, will continue to adapt this methodology as the circumstances of the pandemic evolve and will return to carrying out full inspections when conditions allow. We will deliver on our objective to inspect and report publicly on the treatment and conditions of those held in detention; but the manner in which we deliver this will inevitably be very different to what we envisaged at the time of writing this business plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
1a	<p>Deliver an unannounced inspection programme for 2020-21 as consulted, publishing reports in a timely fashion.</p> <p>Some inspections may be announced at the discretion of the Chief Inspector.</p> <p>Update: Inspection programme currently suspended due to COVID-19. We are instead carrying out short scrutiny visits and will adapt our methodology again as the pandemic evolves.</p>	<p>Progress reviewed at monthly Delivery Board meetings.</p> <p>Inspection programme delivered by the end of the business year.</p> <p>Timescales are detailed in our inspection framework document.</p>	Delivered to time and quality (as endorsed by CI).	DCI PM
1b	<p>Deliver between 15 and 20 independent reviews of progress (IRP).</p> <p>Publish IRP reports to agreed timescales.</p>	<p>Progress reviewed at monthly Delivery Board meetings.</p> <p>IRP programme delivered by the end of the business year.</p>	Delivered to time and quality (as endorsed by CI).	DCI PM

	Update: IRPs currently suspended due to COVID-19.	Timescales are detailed in our inspection framework document.		
1c	Develop a 2021-22 annual inspection programme for consultation.	Outline for 2021-22 inspection programme agreed by Corporate Governance Board in October. Finalised programme agreed by December. Fully resourced and costed programme agreed by February 2021.	Delivered to time and quality (as endorsed by CI).	DCI, HoRDT

Objective 2:

Undertake a review of all *Expectations* to ensure that they remain relevant and are underpinned by emerging human rights standards and other changes in the external environment.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
2a	Revise and implement <i>Expectations</i> for women's prison custody. Take account of recommendations made in the recent 'Farmer' review. Include descriptive, user-friendly human rights referencing.	Already underway. To be completed by December 2020.	Delivered to time and quality (as endorsed by CI).	O TL SPO DCI
2b	Revise and implement <i>Expectations</i> inspection criteria for HM Forces. Include descriptive, user-friendly human rights referencing.	To be completed by December 2020.	Delivered to time and quality (as endorsed by CI).	N TL SPO DCI
2c	Develop <i>Expectations</i> and inspection methodology for separation centres holding prisoners presenting a risk of extremism.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	O TL SPO DCI
2d	Publish PDF and web-based versions of all the above revised <i>Expectations</i> .	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	PM

Objective 3:

Keep under review our methodology and guidance for inspections and independent reviews of progress to ensure best practice and continuous improvement.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
C-19	Update: Continue to review and adapt our methodology and guidance for inspectors in light of the COVID-19 crisis and public health advice.	Ongoing.	Continued ability to provide independent oversight of treatment and conditions of those held in detention during the COVID-19 pandemic.	CI DCI TLs
3a	Review and enhance how we inspect equality and diversity in places of detention.	To be completed by end of the business year.	Delivered to time and quality (as endorsed by CI). Inspectors provided with updated guidance and training on inspecting equality and diversity.	I TL E+D Working Group DCI
3b	Develop rehabilitation and release planning (RRP) inspection practice in the light of offender management in custody (OMiC) rollout, including collaborative working with HM Inspectorate of Probation (HMI Probation) and participation in OMiC thematic. Develop interim RRP strategic objectives to ensure clear direction of travel pending clarification on OMiC. Update: This work is likely to be delayed by COVID-19 as we have had to adapt our inspection methodology to respond to the crisis.	To be completed by March 2021 or earlier depending on OMiC implementation. Interim plan to be completed by end of April 2020.	Delivered to time and quality (as endorsed by CI).	ITL DCI
3c	Assess the new independent reviews of progress and incorporate any lessons learned. Update: We will complete the review as planned, but incorporating lessons	Review completed by August 2020. Lessons incorporated by the end of the business year.	Delivered to time and quality (as endorsed by CI).	CI DCI HoS

	learned is likely to be delayed as we are not currently carrying out IRPs due to COVID-19.			
3d	<p>Embed our revised approach to making recommendations, ensuring consistency and clarity to maximise their impact in improving outcomes for those detained.</p> <p>Update: While we do not make recommendations as part of our short scrutiny visits, work to adapt our methodology to the evolving circumstances of the pandemic will consider how we best make recommendations going forward.</p>	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI DCI TLs
3e	Embed and review the recently introduced evidence gathering template (EGT), designed to ensure an accountable and consistent system for gathering, recording and retaining inspection evidence. Upgrade the software platform for this EGT to ensure it delivers all necessary functionality.	To be upgraded and embedded by the end of the business year.	<p>Delivered to time and quality (as endorsed by CI).</p> <p>Consistent and robust practice of gathering evidence on inspections that can stand up to external scrutiny.</p> <p>Software enables full functionality of the EGT.</p>	DCI HoS Head of HRF&IS

Objective 4:

To ensure effective working between HMI Prisons and the Ministry of Justice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
4a	Continue to work with the Ministry of Justice (MoJ) in line with the published protocol and amend and update the protocol as appropriate.	Ongoing.	Regular meetings between MoJ and HMI Prisons; continued improvements in working relationships; protocol up to date and used as a template for other inspectorates.	HoS DCI

An influential inspectorate

Objective 5:

Influence the establishments we inspect by using lessons from our inspections to contribute to policy making.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
5a	<p>Deliver and publish an agreed programme of thematic inspections/publications (as determined by Corporate Governance Board). This will include thematic inspections conducted solely by HMI Prisons and thematic inspections conducted jointly with other inspectorates (see objective 19).</p> <p>Update: Our ability to carry out thematic inspections is likely to be constrained by COVID-19. Several planned thematic inspections may be delayed until later in the year or next year.</p>	To be agreed by the Corporate Governance Board and published according to agreed schedule.	Delivered to time and quality (as endorsed by CI).	DCI TLs HoRDT SRO (thematics) PM
5b	Deliver and publish an annual thematic report on children in custody.			Y TL HoRDT SRO (thematics) PM
5c	Ensure that evidence from inspections and thematic reports is fed into the development of policy and practice.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI DCI TLs HoRDT SPO NPM HoS
5d	Respond to relevant consultations.	Ongoing.	Delivered to time and quality (as endorsed by CI).	SPO PM

Objective 6:

More actively promote improvement to outcomes in prisons by increasing the impact of HMI Prisons' findings and recommendations.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
6a	Design and implement a stakeholder engagement strategy to strengthen our relationships with stakeholders and enhance our consultation processes.	To be completed by the end of the business year.	Improvement in working relationships; guidelines for consulting stakeholders in place.	SPO PO
6b	Draft and implement a comprehensive communications strategy to set out how HMI Prisons will communicate its findings to its stakeholders and wider audiences.	Strategy agreed by May for implementation throughout the year.	Strategy delivered to time and quality (as endorsed by CI).	CCO
6c	Ensure that HMI Prisons' website and inspection reports are accessible as required by WCAG 2.1 guidelines.	Reports templates to be made fully accessible by 1 April 2020. Website to meet WCAG 2.1 by September 2020.	Delivered to time and quality (as endorsed by CI).	PM

Objective 7:

Share best practice and support establishments in making improvements to outcomes for detainees.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
7a	Review our reporting on good practice, identify how to maximise its impact and develop effective methods for sharing and disseminating.	Ongoing.	Delivered to time and quality (as endorsed by CI).	DCI HoRDT PM SPO CCO

Objective 8:

Promote compliance with OPCAT.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
8a	Contribute to projects and thematic work set out in the NPM business plan (see objective 19).	Ongoing.	Delivered to time and quality (as endorsed by CI).	SPO TLs
8b	Play an active role in the NPM Steering Group.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI SPO

8c	Support and participate in and contribute to NPM subgroups (CYP, policing).	Ongoing.	Delivered to time and quality (as endorsed by subgroups).	SPO
8d	Implement protocols and review existing protocols to protect detainees from sanctions or reprisals resulting from their, or someone acting on their behalf's, communication with HMI Prisons.	Ongoing	Delivered to time and quality (as endorsed by CI and other signatories).	SPO PO

Objective 9:

Maintain stakeholder confidence in our work.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
9a	Gather and analyse feedback from stakeholders on a regular basis.	Annual stakeholder survey carried out by November 2020. Responses to stakeholder survey analysed and reported to Corporate Governance Board staff by January 2021. Findings from exit surveys and inspection report feedback surveys reviewed by Corporate Governance Board and Delivery Board meetings.	Delivered to time and quality (as endorsed by CI).	HoRDT HoS DCI
9b	Respond to correspondence and telephone calls promptly and effectively and ensure critical information is fed into intelligence kept on each establishment. <i>Update: Our ability to respond to post has been severely impacted by the closure of our office buildings. We continue to respond to phone calls and emails and are working to ensure we can send and receive</i>	Provide monthly figures and trends to Delivery Board and Corporate Governance Board.	Delivered to time and quality (as endorsed by CI).	HoS

	post during the COVID-19 crisis.			
9c	Ensure that all safeguarding concerns – whether received during an inspection, by correspondence or by telephone call – are responded to promptly and in accordance with HMI Prisons’ safeguarding protocols.	Provide monthly figures and trends to Delivery Board and Corporate Governance Board.	All safeguarding concerns accurately logged and responded to promptly.	HoS Safeguarding leads
9d	<p>Work with the MoJ and Her Majesty’s Prison and Probation Service (HMPPS) on regular engagement with operational prison staff to promote deeper understanding of our remit and methodology among those working in establishments we inspect.</p> <p>Update: This work is likely to be delayed due to the practical difficulties delivering it during COVID-19, but we have been in close contact with MoJ and HMPPS about our COVID-19 methodology.</p>			DCI TLs HoS

An accountable inspectorate

Objective 10:

Plan and deliver an annual report to be laid before Parliament.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
10a	Publish an annual report, which draws attention and action to the main themes arising from the Inspectorate's work and provides a transparent account of our work and use of resources.	Laid before Parliament by the 2020 summer recess. Update: Publication of the report has been delayed as resources were diverted to respond to the pandemic. Publication will now be in Autumn 2020.	Annual report is published before the 2020 Parliamentary summer recess.	CI HoRDT PM
10b	Publish an annual survey report on children in custody.	By December 2020.	Delivered to time and quality (as endorsed by CI).	Y TL HoRDT SRO (surveys) PM

Objective 11:

Develop and publish an annual business plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
11a	Draft new strategic priorities for 2021-24/5	Draft developed after arrival of the new Chief Inspector. Agreed by the Corporate Governance Board by January 2021.	New strategic priorities agreed by January 2021.	HoS DCI CI
11b	Draft a new business plan for 2021-22.	Business plan consulted on and published on HMI Prisons' website by April 2021.	Business plan is developed and stakeholders consulted by April 2020.	HoS DCI CI

Objective 12:

Ensure a high standard of corporate governance.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
12a	Ensure effective and transparent management of budget while delivering on expected performance and meeting business objectives.	Monthly forecast reviewed by DCI. Quarterly forecast scrutinised by the Corporate Governance Board.	HMI Prisons delivers business plan within budget; MoJ/Permanent Secretary have confidence in management of budget.	CI DCI HoS HoFHRIS

12b	Review new internal governance structures (Corporate Governance Board and Delivery Board) and incorporate any lessons learned.	Review completed by October 2020. Lessons learned incorporated by the end of the business year.	Delivered to time and quality (as endorsed by CI).	CI DCI HoS
12c	Review and revise HMI Prisons' information management systems to enable more effective storage and exchange of information.	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	HoS HoFHRIS
12d	Develop and implement a key information database to manage more effectively key information from inspections and establishments.	August 2020.	Delivered to time and quality (as endorsed by CI).	HoRDT
12e	Review and revise the HMI Prisons data sharing and privacy policies. Agree data sharing protocols with the MoJ.	To be embedded by the end of the business year.	Delivered to time and quality (as endorsed by the Corporate Governance Board).	HoS HoFHRIS
12f	Review and revise the HMI Prisons data retention policy.	To be embedded by the end of the business year.	Delivered to time and quality (as endorsed by the Corporate Governance Board).	HoS, HoFHRIS

Objective 13:

Demonstrate the impact of our work on policy and practice.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
13a	Develop an effective approach to following up recommendations from thematic inspections.	Ongoing	Delivered to time and quality (as endorsed by CI).	DCI HoRDT SRO (thematics)
13b	Identify an approach for escalating concerns about repeated failure to accept recommendations.	Ongoing	Delivered to time and quality (as endorsed by CI).	CI DCI TLs HoRDT SPO
13c	Monitor the reach and impact of our communications work, identifying new ways, particularly digitally, of enhancing our impact.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CCO
13d	Work to improve the impact of our policy submissions by seeking	Ongoing.	Delivered to time and quality (as endorsed by CI).	SPO PO

	feedback from key stakeholders.			
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A capable inspectorate

Objective 14:

Ensure the Inspectorate has an appropriately skilled and expert workforce, and that staff members are supported in carrying out their roles effectively.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
14a	Introduce and embed a revised Learning and Development Strategy, which will include: <ul style="list-style-type: none"> • robust oversight of staff completion of mandatory training • strategic approach to all-staff Development Days • opportunities for inspectors to refresh specific areas of inspection practice • opportunities for inspectors and researchers to develop policy expertise • opportunities for all staff to engage in learning and development opportunities • opportunities for mentoring and peer support. 	Ongoing.	Increased scores in 2020 Civil Service people survey regarding training and development.	HoS HoFHRIS HRM
14b	Ensure that HMI Prisons' policy fora enable staff to keep abreast of policy developments within custodial settings, discuss inspection practice and findings in light of these developments and facilitate expertise sharing across the organisation.	Ongoing.	Positive feedback from staff, forum chairs and SPO.	TLs SPO DCI
14c	Ensure ongoing and meaningful staff support through the work of HMI Prisons' Staff Support Team.	Ongoing.	Positive feedback on the service. Corporate Governance Board to review Staff Support use on an annual basis.	HoS
14d	Ensure that all staff have access to appropriate and	Ongoing.	Positive feedback from staff.	HoS, HoFHRIS

	required IT and IT systems to do their jobs, and that they are trained to use it confidently.			
14e	Ensure that HMI Prisons' internal communications inform staff of developments in the Inspectorate, the work of the CI and the wider sector, and that they contribute to information sharing between teams.	Ongoing.	Delivered to time and quality (as endorsed by CI). Impact of internal communications to be measured through staff surveys and feedback.	PM
14f	Continue to listen to staff and to act on their feedback, including through the annual Civil Service people survey.	Ongoing.	Positive feedback from staff; visible action to respond to feedback.	DCI HoS HoFHRIS

Objective 15:

Embed our commitment to equality, diversity and inclusion across the Inspectorate.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
15a	Implement the HMI Prisons Equality and Diversity action plan for 2019–21.	Ongoing.	Action plan delivery monitored by the Equality and Diversity Advisory Group and Corporate Governance Board	CI DCI HoS
15b	Through the Equality and Diversity Action Group, continue to work on increasing diversity within the Inspectorate.	Ongoing.	Increase in staff from black and minority ethnic backgrounds.	DCI HoS HoFHRIS E&DAG
15c	Evaluate and update our guidance on equality and diversity language to ensure it reflects our approach.	Updated guidance to be available by September 2020.	Delivered to time and quality (as endorsed by CI).	HoS PM

Objective 16:

Develop and implement an HMI Prisons business continuity plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
16a	Continue to provide quarterly updates to the MoJ on the business continuity plan.	Ongoing throughout the year.	Delivered to time and quality (as endorsed by CI). Staff understand how to respond during and following a critical incident.	HoS HoFHRIS

A collaborative inspectorate

Objective 17:

Work with inspection partners to add value and enhance outcomes for detainees.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
17a	Continue to work collaboratively with Ofsted.	Ongoing.	Delivered to time and quality (as endorsed by CI).	A TL DCI
17b	Continue to work collaboratively with Estyn.	Ongoing.	Delivered to time and quality (as endorsed by CI).	A TL
17c	Continue to work collaboratively with HMI Probation.	Ongoing.	Delivered to time and quality (as endorsed by CI).	I TL
17d	Continue to work collaboratively with health care partners and regulators including NHS England, Care Quality Commission (CQC), General Pharmaceutical Council (GPC), Health Inspectorate Wales (HIW) and Regulation and Quality Improvement Authority (RQIA).	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoH
17e	Continue to work collaboratively with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS).	Ongoing.	Delivered to time and quality (as endorsed by CI).	P TL DCI
17f	Continue to work collaboratively and to share information effectively with the Independent Monitoring Boards, Lay Observers and Independent Custody Visitors Association.	Ongoing.	Delivered to time and quality (as endorsed by CI).	TLs DCI
17g	Continue to work collaboratively and to share information effectively with the Prisons and Probation Ombudsman.	Ongoing.	Delivered to time and quality (as endorsed by CI).	TLs DCO
17h	Continue proactive liaison with stakeholders in Wales and Northern	Ongoing.	Delivered to time and quality (as endorsed by CI).	N TL A TL

	Ireland. This will include the Welsh Government, HMPPS Wales, Criminal Justice Inspectorate Northern Ireland (CJINI) and the various relevant local inspectorates in both Wales and Northern Ireland.			
17i	Continue to develop and maintain good working relationships and partnerships with the devolved governments.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI DCI
17j	Continue working effectively in partnership with Her Majesty's Courts and Tribunals Service (HMCTS).	Ongoing.	Delivered to time and quality (as endorsed by CI).	P TL
17k	To develop a MOU with Lay Observers concerning court custody inspections	By the end of the business year.	Delivered to time and quality (as endorsed by CI).	P TL HoS
17l	Update all MOUs and protocols with partners as required	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoS

Objective 18:

Actively contribute to the joint criminal justice inspection and thematic programme.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
18a	Contribute to the development and successful delivery of the Criminal Joint Justice Inspectorate (CJJI) work programme by: <ul style="list-style-type: none"> attending Development Group and keep in touch (KIT) meetings undertaking joint thematic work as appropriate undertaking other collaborative work as appropriate. 	Ongoing, and according to agreed deadlines.	Delivered to time and quality (as endorsed by CI).	CI DCI HoRDT
18b	Contribute to joint CJJI training programme by attending and/or offering training as appropriate.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoRDT HoS

Objective 19:

Through the NPM Secretariat, support the coordination of work of the 21-member NPM to increase OPCAT compliance and deliver joint projects.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
19a	Support the NPM and Chair in implementing its agenda, with particular focus on strengthening its independence and governance arrangements.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	NPM HoS CI
19b	Deliver all aspects of the NPM business plan, as agreed by all NPM members.	All year.	Delivered to time and quality (as endorsed by NPM Chair and members).	NPM HoS

Objective 20:

Work with HMICFRS and the Care Quality Commission (CQC) to update our approach to the joint inspection of police and border force customs custody.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
20a	Agree and implement a new model of joint inspection of police custody with HMICFRS and CQC.	By July 2020.	Delivered to time and quality (as endorsed by HMI Prisons, HMICFRS and CQC).	HoS DCI P TL

Objective 21:

Continue to develop and deliver joint work with other partners, as appropriate.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
21a	Continue to explore potential for future collaborative work with academia, by implementing recommendations from joint Data Project with Royal Holloway.	June 2020.	Delivered to time and quality (as endorsed by CI).	HoRDT
21b	Support the work of international partners, including monitoring bodies, as appropriate where HMI Prisons can contribute expertise.	Ongoing.	Delivered to time and quality (as endorsed by CI).	TLs HoS DCI

Glossary

AM	Administration Manager
CCO	Chief Communications Officer
CI	Chief Inspector
CJINI	Criminal Justice Inspectorate Northern Ireland
CJI	Criminal Justice Joint Inspection
CQC	Care Quality Commission
CYP	Children and young people
DCI	Deputy Chief Inspector
E&DAG	Equality and Diversity Advisory Group
E&D WG	Equality and Diversity Working Group
Estyn	Her Majesty's Inspectorate for Education and Training in Wales
Expectations	The document which sets out the detailed criteria HMI Prisons uses to appraise and inspect prisons and other custodial establishments. The criteria are used to examine every area of life in detention, from arrival to release.
GPC	General Pharmaceutical Council
HIW	Health Inspectorate Wales
HoFHRIS	Head of Finance, HR and Inspection Support
HMCTS	Her Majesty's Courts and Tribunals Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMI Prisons	Her Majesty's Inspectorate of Prisons
HMI Probation	Her Majesty's Inspectorate of Probation
HMPPS	Her Majesty's Prison and Probation Service
HoH	Head of Health Care
HoRDT	Head of Research, Development and Thematics
HoS	Head of Secretariat
HPA	Healthy prison assessment

HRM	HR Manager
KIT meetings	Keep in touch meetings
Moj	Ministry of Justice
MOU	Memorandum of understanding
NPM	National Preventive Mechanism
NPM HoS	NPM Head of Secretariat
Ofsted	Office for Standards in Education, Children's Services and Skills
Ops meeting	Operational meeting
OPCAT	Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
PM	Publications Manager
PMR	Performance management review
PO	Policy Officer
PPO	Prisons and Probation Ombudsman
RQIA	Regulation and Quality Improvement Authority
SPO	Senior Policy Officer
SPT	Subcommittee on Prevention of Torture
SRO	Senior Research Officer
ST	Support Team
STC	Secure training centre
TACT detainees	Detainees held under the Terrorism Act 2000
TL	Team Leader
YCS	Youth Custody Service
YJB	Youth Justice Board
YOI	Young Offender Institution

For more information on the work of HM Inspectorate of Prisons, please visit our website at: <https://www.justiceinspectrates.gov.uk/hmiprisons/> or follow us on Twitter at: @HMIPrisonnews