

HM Inspectorate of Prisons

Business plan 2021–22

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Foreword

I would like to take the opportunity to offer my thanks to my predecessor, Peter Clarke CVO OBE QPM and acknowledge the huge contribution that he made as an outstanding Chief Inspector of Prisons. I am honoured to have been appointed as his successor.

Since starting in post in November 2020, I have been struck by the clear sense of purpose and dedication of all staff at the Inspectorate. The organisation has a reputation for being strong and independent, and this was demonstrated in the way it responded to the COVID-19 pandemic. Within a month of the first national lockdown, the Inspectorate had introduced short scrutiny visits (SSVs), which replaced its planned full inspection programme. It then moved on to scrutiny visits (SVs) in August 2020. These are more thorough and probing than SSVs, focusing on individual establishments and how they are dealing with and recovering from the challenges of COVID-19.

Throughout the pandemic HM Inspectorate of Prisons has remained in the field and this has been crucial, as we have found establishments where overall, the response to COVID-19 had led to less safe, decent or purposeful provision. For example, joint inspectorate monitoring visit to Rainsbrook Secure Training Centre (STC) in December 2020 led Ofsted to invoke the Urgent Notification (UN) process. As well as highlighting areas for improvement, SVs have also allowed us to identify examples of notable positive practice that can be shared across the prison estate. Despite the enormous challenges created by the pandemic, we have continued to see the positive impact that dedicated local leadership teams and custody staff can have on improving outcomes for those in detention.

We have worked hard during the pandemic to protect our staff, detainees and establishment staff through robust health and safety policies and guidance. Now that community and prison infections have fallen, a large proportion of the population has been vaccinated and the national lockdown is being eased, I have decided that from the week beginning 10 May, HM Inspectorate of Prisons will revert to our full, scored inspection framework. We will continue to undertake SVs until that time.

Since February 2016, HM Inspectorate of Prisons has been working to a considered set of strategic objectives. Each annual business plan since 2016 has detailed the activities we intend to undertake to meet these objectives and this business plan for 2021–22 does the same. Over the next six months, I plan to review and update the strategic objectives to reflect my priorities for the Inspectorate and next year's business plan will be based on those new objectives.

There are several key areas that I want to develop, which are included in this plan. As the new Chief Inspector and a former headteacher, I am keen for the Inspectorate to focus more on self-assessment and leadership. Effective leadership is crucial in driving continual improvement and we are developing new Expectations, which will be used to inspect how leaders provide the direction, encouragement and resources to enable good outcomes for prisoners. We are also planning to improve the way we use data to inform our inspection activity, and to support prisons to be more effective in the way that they use data. In the last 10 years, Ofsted has worked to support improvements in the way schools use data and I want to use these lessons to inform our work.

In addition, the business plan for 2021–22 outlines 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. Over the next 12 months, we will continue to build on efforts to emphasise our core principles and priorities: to be influential, accountable and collaborative. We will also focus on developing our communications strategy, continuing to enhance our digital presence and engaging with stakeholders, to make sure that our findings have the greatest possible influence and impact. We will continue to strengthen our relationships and joint working with our partner inspectorates, especially as we work towards returning to full inspections.

This business plan sets out our priorities for the next year and will enable the Inspectorate to continue to drive improvement in outcomes for detainees in the custodial settings we inspect.

Charlie Taylor
HM Chief Inspector of Prisons

1. Introduction

1.1 This business plan is structured around HM Inspectorate of Prisons' (HMI Prisons') statutory mandate and values. 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.

1.2 Under these five themes, this business plan provides a framework for the delivery of our work. It outlines assumptions about the operating context, learning from our experience of the COVID-19 pandemic, the resources available to HMI Prisons, and the main high-level risks associated with our work.

1.3 Our inspection programme for 2021–22 and the inspection framework we will apply are 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 business 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 s.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 removal centres, short-term holding facilities, pre-departure accommodation 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 Chief Inspector of Constabulary and HM Chief 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 criteria HMI Prisons uses to 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* also take into account 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 on 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 the required capabilities and professional knowledge and strive for a gender balance and adequate representation of ethnic and other minorities
 - are provided with the necessary resources.
- 2.10 Further information on the UK NPM can be found on its website at: <https://www.nationalpreventivemechanism.org.uk>

HMI Prisons' values

- 2.11 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

- 2.12 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.
- 2.13 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.
- 2.14 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.
- 2.15 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 2021–22. At the time of writing, our budget for 2021–22 is as follows:

Ministry of Justice (Core funding)	4,369,000
Ministry of Justice – child detention	119,866
Ministry of Justice – 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	32,782
Total	5,203,672

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), 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 As of March 2021 there were 67 staff and fee-paid associates at the Inspectorate. Our staff and associates come from a range of professional backgrounds. While many have experience of working in prisons, others have backgrounds 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, communications, publications, policy and NPM coordination.

4. The operating context (as of February 2021)

- 4.1 In April 2020, modelling conducted by HM Prison and Probation Service (HMPPS) and Public Health England (PHE) indicated the very severe risk to the prison population from COVID-19 if no action was taken to reduce contact in prisons. In response to this threat, significant restrictions to daily routines were put in place, which meant that prisoners were not able to attend work or education or take part in opportunities to address their offending behaviour. Over the past year prisoners have typically spent more than 22 hours a day in their cells. These restrictions have led to a decline in prisoners' emotional, psychological and physical well-being.

Adult men and women's prisons and general trends

- In many prisons the recorded levels of violence fell during 2020–21, largely due to the severely restricted regime imposed at the start of the pandemic. Prisoners were unlocked in small groups for short periods of time and few were able to leave their residential unit. This significantly reduced the opportunity for violence to occur. Mandatory drug testing ceased when restrictions were applied but other evidence demonstrated a continuing drug and illicit alcohol problem. The use of force had also decreased, but not to levels we would have expected given the reduction in violence and limited time out of cell. Despite the reduction in violence, survey results suggested that many prisoners still felt unsafe.
- The longer-term effects of the pandemic on self-harm and suicide in prisons remains unclear. Recorded levels of self-harm since COVID-19 restrictions began have been lower for men but have increased to unprecedented levels for women. The number of self-inflicted deaths remains similar to before the pandemic. The key focus now, rather than the administration of the assessment, care in custody and teamwork (ACCT) case management system for a minority of prisoners, is how staff have been monitoring the well-being of the majority of the population who have been locked up for more than 22 hours each day for over a year. Inspection will need to concentrate on how managers plan to support prisoners to recover and regain their well-being through purposeful activity and rehabilitation opportunities.
- Most prisoners have been prevented from attending purposeful activity, including workshops and classrooms, throughout the pandemic. Boredom and inactivity have been the consequence. Prisoners have expressed mixed views about the quality of in-cell education introduced to mitigate the suspension of classroom-based learning. The challenge for HMPPS is to find ways to safely give access to meaningful activity as the restrictions ease. Ofsted will continue to inspect progress and monitor education and skills in prisons and YOIs.
- Work to support rehabilitation and release planning has been severely affected by the pandemic. There has been a lack of contact between prisoners and offender managers, community rehabilitation company (CRC) staff and outside support agencies, especially during the early stages of the pandemic. We saw slow progress towards recovery thereafter, before subsequent increases in COVID-19 transmission led to further restrictions on work to address offending-related risks and needs. However, the continuing reduction in OASys backlogs is positive. The reinstatement of face-to-face support and offender management, and the full implementation of the Offender Management in Custody (OMiC) model, should be a priority for prisons. The restrictions on visits have led to better use of communications technology, including

video calling, while in-cell telephony has proven to be an extremely useful means of reducing prisoners' isolation. It will be important for prisons to retain the positive lessons from these experiences.

- We have seen little priority given to equality and diversity over the last year. Many of the concerns identified by the Lammy Review and our own annual reports have yet to be addressed. We published a thematic report on rehabilitation and release planning work with minority ethnic prisoners in November 2020. It identified a range of concerns, including in relation to Gypsy, Roma and Traveller prisoners who were a largely hidden group in prisons.
- Outcomes in women's prisons remain better generally than those in men's prisons. Actual physical violence is much lower in women's prisons, but the level of self-harm remains very high and is a concern. Illicit drug use tends to be lower than in men's prisons, but we have begun to see an increase in the availability of psychoactive substances in some 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, published in June 2019, 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. In April 2021, HMI Prisons will publish a new set of *Expectations* for prisons holding women. These will focus on the different experiences of women and the importance of trauma-informed and gender-specific approaches to effective practice.
- Health services within prisons and other areas of detention have been working under significant pressure during the pandemic. Most routine care was suspended and although it is now heading towards recovery, services continue to work at a reduced capacity to accommodate COVID-19 restrictions. Partnerships and oversight have improved to manage risks, but a shortage of qualified nurses 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 remains problematic, often delaying transfers under the Mental Health Act. Access to services for an aging prison population, including dementia services, support for neurodiversity, 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 present significant risks. The number of children in custody has fallen, but some sites fail to meet the needs of the children they hold. During 2020–21, we issued an Urgent Notification at Rainsbrook STC due to the inability of leaders at all levels to address failings identified by inspectors. More positively, outcomes at Feltham A YOI had improved from the time of our previous inspection.
- There continue to be shortcomings in the care for children identified as needing a mental health transfer. Our scrutiny visit to Wetherby and Keppel YOI found all six children who had been transferred to mental health facilities in the previous 12 months had waited far too long.

Immigration

- The inability to remove people from the country, especially during the early stages of the pandemic, led to an initial rapid reduction in those detained in immigration removal centres (IRCs). However, the detention of migrants arriving in small boats from France became a notable theme last year. Some of the facilities in which they were held were not fit for purpose and the planning for their arrival was often poor. Immigration removal centre accommodation is now being used in an increasingly flexible way, with conversion of parts of some centres to short-term holding facilities run under different rules from the rest of the IRC. Flexible use of accommodation, often with little notice, is likely to continue. HMI Prisons will need to be equally flexible in its response to ensure rigorous oversight of all forms of detention, in collaboration with partners such as the Independent Chief Inspector of Borders and Immigration (ICIBI) where required.

Police and court custody

- The revised *Expectations for Court Custody* were published in March 2020 and full inspections of court custody continued during the COVID-19 pandemic. Our inspections of court custody facilities found that leadership arrangements between the three main agencies responsible for delivering court custody were developing well. Detainees were also generally treated well during their time in court custody. Conditions were, however, variable, with some court custody barely fit for purpose.
- The leadership of joint inspections of police custody transferred from HMI Prisons to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in February 2020. HMICFRS took the decision to suspend all inspection activity at the start of the COVID-19 pandemic; as a result no inspections of police custody have taken place since February 2020. Joint inspections are expected to resume in May 2021.

5. Business plan 2021–22

- 5.1 This business plan outlines HMI Prisons’ objectives for the year under each of our five strategic themes. Although the strategic themes remain the same as in the 2016–20 business plan, some objectives have been updated to reflect our current priorities. The original 2016–20 objectives are published in Appendix II.
- 5.2 This plan will be reviewed regularly by the Inspectorate’s Corporate Governance Board and Delivery Board to assess progress.
- 5.3 For more information on the work of HM Inspectorate of Prisons, visit <https://www.justiceinspectorates.gov.uk/hmiprisons/> or follow us on Twitter at: @HMIPrisonnews

An independent inspectorate

Objective I:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
1a	<p>Deliver an unannounced inspection programme for 2021–22 as consulted, publishing reports in a timely fashion.</p> <p>Some inspections may be announced at the discretion of the Chief Inspector.</p> <p>HMI Prisons will work to reintroduce full inspections from mid-May to mid-June 2021 but will maintain its programme of scrutiny visits (SV) to that point.</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 TLs PM
1b	<p>Reintroduce Independent Reviews of Progress (IRPs) from January 2022.</p> <p>Publish IRP reports to agreed timescales.</p>	<p>Progress reviewed at monthly Delivery Board meetings.</p> <p>Amended IRP programme delivered by the end of the business year.</p>	Delivered to time and quality (as endorsed by CI).	DCI TLs PM

		Timescales are detailed in our inspection framework document.		
1c	Develop a 2022–23 annual inspection programme for the year 2022–23 and consult stakeholders.	Outline for 2022–23 inspection programme agreed by Corporate Governance Board in October 2022. Finalised programme agreed by December 2022. Fully resourced and costed programme agreed by February 2022.	Delivered to time and quality (as endorsed by CI).	DCI HoRDT

Objective 2:

Update prison inspection methodology to ensure best practice and continuous improvement, including taking account of any lessons learnt from COVID-19.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
2a	Implement learning from the scrutiny visits programme introduced during the pandemic to inform our approach to full inspections.	To be completed by mid-June 2021.	Delivered to time and quality (as endorsed by CI). Inspectors provided with updated guidance and training on any changes introduced as a result of this work.	DCI Y TL Recovery Steering Group TLs
2b	Introduce a staff survey as part of our core inspection methodology to inform and enhance our inspection approach in places of detention.	To be completed by June 2021.	Delivered to time and quality (as endorsed by CI). Consistent and robust process for gathering feedback from staff in places of detention that can stand up to external scrutiny.	DCI Y TL Recovery Steering Group SRO (surveys) TLs
2c	Introduce the inspection of leadership as part of our core methodology.	To be completed by July 2021.	Delivered to time and quality (as endorsed by CI). Inspectors provided with updated guidance and training on inspecting leadership.	CI N TL Leadership Project Steering Group
2d	Review and enhance how we use data for	To be completed by July 2021.	Delivered to time and quality (as endorsed by CI).	CI A TL

	inspection of places of detention.		Inspectors provided with updated guidance and training to improve use of data for inspecting.	Data Project Steering Group
2e	Review and enhance how we inspect equality and diversity in places of detention.	To be completed by September 2021.	Delivered to time and quality (as endorsed by CI). Inspectors provided with updated guidance and training on inspecting equality and diversity.	I TL EDWG DCI
2f	Develop rehabilitation and release planning (RRP) inspection practice in the light of Offender Management in Custody (OMiC) roll-out, including collaborative working with HMI Probation and participation in OMiC thematic. Develop interim RRP strategic objectives to ensure clear direction of travel pending clarification on OMiC.	To be completed by March 2022. OMiC implementation has been delayed. RRP inspection approach will build on the OMiC thematic with HMI Probation, which is now delayed until late 2021/early 2022 or earlier depending on OMiC implementation.	Delivered to time and quality (as endorsed by CI).	I TL DCI
2g	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 September 2021.	Delivered to time and quality (as endorsed by CI). Consistent and robust practice of gathering evidence on inspections that can stand up to external scrutiny. Software enables full functionality of the EGT.	DCI HoS HoFHRIS

Objective 3:

Undertake a review of all *Expectations* to ensure 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
3a	Revise and implement <i>Expectations</i> for women's prison custody. To take account of recommendations made in the recent 'Farmer' review. To include descriptive, user-friendly human rights referencing.	The new <i>Expectations</i> will be published in April 2021.	Delivered to time and quality (as endorsed by CI).	O TL SPO DCI PM
3b	Revise and implement <i>Expectations</i> inspection criteria for HM Forces. To include descriptive, user-friendly human rights referencing.	To be completed by June 2021.	Delivered to time and quality (as endorsed by CI).	N TL SPO DCI PM
3c	Develop <i>Expectations</i> and inspection methodology for separation centres holding prisoners presenting a risk of extremism.	To be completed by autumn 2021.	Delivered to time and quality (as endorsed by CI).	O TL SPO DCI
3d	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 4:

Deliver a programme of thematic inspections and annual reports.

4a	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	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
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	jointly with other inspectorates (see objective 19).			
4b	Deliver and publish an annual thematic report on children in custody.	Fieldwork to be completed in September and November 2021. Report published by March 2022.	Delivered to time and quality (as endorsed by CI).	Y TL HoRDT SRO (thematics) PM

Objective 5:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
5a	Publish an annual report for 2020–21, 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 2021 summer recess.	Delivered to time and quality (as endorsed by CI).	CI HoRDT PM

Objective 6:

Protect detainees’ ability to speak freely to HMI Prisons.

6a	Implement new 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
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An influential inspectorate

Objective 7:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
7a	Monitor our approach to making recommendations, ensuring consistency and clarity to maximise their impact in improving outcomes for those detained.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI DCI TLs
7b	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:

Ensure effective communication and engagement with stakeholders to promote our findings.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
8a	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
8b	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 2021 for implementation throughout the year.	Strategy delivered to time and quality (as endorsed by CI). Impact of external communications to be measured through annual stakeholder survey and internal communications to be measured through staff surveys and feedback.	CCO PM

**Objective 9:
Maintain stakeholder confidence in our work.**

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
9a	Gather, analyse and publish feedback from stakeholders on a regular basis.	<p>Annual stakeholder survey carried out by November 2021.</p> <p>Responses to stakeholder survey analysed and reported to Corporate Governance Board staff by January 2022.</p> <p>Findings from exit surveys and inspection report feedback surveys reviewed by Corporate Governance Board and Delivery Board meetings.</p>	Delivered to time and quality (as endorsed by CI).	HoRDT HoS DCI PM
9b	Respond to correspondence and telephone calls promptly and effectively and ensure critical information is fed into intelligence kept on each establishment.	Provide monthly figures and trends to Delivery Board and Corporate Governance Board.	Delivered to time and quality (as endorsed by CI).	HoS
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 Safe-guarding leads

An accountable inspectorate

Objective 10: Develop and publish an annual business plan.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
10a	Draft new strategic priorities for 2021–24/5.	Draft developed after arrival of the new Chief Inspector. Agreed by the Corporate Governance Board by summer 2021.	New strategic priorities agreed by summer 2021.	HoS DCI CI
10b	Draft a new business plan for 2022–23.	Business plan consulted on and published on HMI Prisons' website by April 2022.	Business plan is developed and stakeholders consulted by April 2022.	HoS DCI CI PM

Objective 11: Ensure a high standard of corporate governance.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
11a	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
11b	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 HoRDT
11c	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
11d	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

A capable inspectorate

Objective 12:

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
12a	Continue to 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 2021 Civil Service people survey regarding training and development.	HoS HoFHRIS HRM
12b	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.	Increased scores in 2021 Civil Service people survey regarding training and development.	TLs SPO DCI
12c	Ensure that health and safety guidance for staff is continually reviewed and updated to reflect public health and wider Government advice.	Ongoing	Positive feedback from staff; visible action to respond to feedback.	DCI HoS HoFHRIS

12d	Ensure ongoing and meaningful staff support through the work of HMI Prisons Staff Support network.	Ongoing.	Positive feedback on the service. Corporate Governance Board to review Staff Support network use and anonymised themes on a bi-annual basis.	HoS
12e	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.	CCO PM
12f	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 13:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
13a	Develop and implement an updated HMI Prisons Equality and Diversity action plan for 2021–24.	Ongoing.	Action plan delivery monitored by the Equality and Diversity Advisory Group and Corporate Governance Board.	CI DCI HoS
13b	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 EDAG
13c	Evaluate and update our guidance on equality and diversity language to ensure it reflects our approach.	Updated guidance to be available by September 2021.	Delivered to time and quality (as endorsed by CI).	HoS PM

**Objective 14:
Develop and implement an HMI Prisons business continuity plan.**

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
14a	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
14b	Review our learning from working practices during the COVID-19 pandemic, as well as ongoing government advice to inform our long-term approach to home working.	Ongoing throughout the year.	Delivered to time and quality (as endorsed by CI). Positive feedback from staff.	HoS HoFHRIS

A collaborative inspectorate

Objective 15:

Ensure effective working between HMI Prisons and the Ministry of Justice as our key sponsor department.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
15a	Continue to work with the 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 is up to date and used as a template for other inspectorates.	HoS DCI

Objective 16:

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

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
16a	Continue to work collaboratively with our range of key stakeholders, which includes but is not limited to Ofsted, HMICFRS, HMI Probation and Estyn.	Ongoing.	Delivered to time and quality (as endorsed by CI).	A TL P TL DCI HoS
16b	Continue to work collaboratively with health care partners and regulators including NHS England, CQC, GPC, HIW and RQIA.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoH
16c	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
16d	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

16e	Continue proactive liaison with stakeholders in Wales and Northern Ireland. This will include the Welsh Government, HMPPS Wales, CJINI, and the various relevant local inspectorates in both Wales and Northern Ireland.	Ongoing.	Delivered to time and quality (as endorsed by CI).	N TL A TL
16f	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
16g	Continue working effectively in partnership with HM Courts and Tribunals Service (HMCTS) and Prisoner Escort and Custody Services (PECS).	Ongoing.	Delivered to time and quality (as endorsed by CI).	P TL
16h	Update all MoUs and protocols with partners as required.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoS

Objective 17:

Play an active role in the NPM.

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
17a	Contribute to projects and thematic work set out in the NPM business plan (see objective 18).	Ongoing.	Delivered to time and quality (as endorsed by CI).	SPO TLs
17b	Play an active role in the NPM Steering Group.	Ongoing.	Delivered to time and quality (as endorsed by CI).	CI SPO
17c	Support and participate in, and contribute to, NPM subgroups (CYP, policing).	Ongoing.	Delivered to time and quality (as endorsed by subgroups).	SPO TLs

Objective 18:**Actively contribute to the joint criminal justice inspection and thematic programme.**

No.	KEY DELIVERABLE	TIMESCALE	MEASURE OF SUCCESS	LEAD
19a	Contribute to the development and successful delivery of the CJI work programme by: <ul style="list-style-type: none">• attending regular Criminal Justice Chief Inspector Group (CJCIIG) meetings and Development Group meetings (attended by HRDT)• 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

Appendix I: Glossary

CCO	Chief Communications Officer
CI	Chief Inspector
CJINI	Criminal Justice Inspectorate Northern Ireland
CJJI	Criminal Justice Joint Inspection
CQC	Care Quality Commission
CYP	Children and young people
DCI	Deputy Chief Inspector
EDAG	Equality and Diversity Advisory Group
EDWG	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
HRM	HR Manager
Moj	Ministry of Justice

MoU	Memorandum of understanding
NPM	National Preventive Mechanism
Ofsted	Office for Standards in Education, Children's Services and Skills
OPCAT	Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
PM	Publications Manager
PO	Policy Officer
RQIA	Regulation and Quality Improvement Authority
SPO	Senior Policy Officer
SRO	Senior Research Officer
STC	Secure training centre
TL	Team Leader
YOI	Young offender institution

Appendix II: Strategic objectives 2016–20

These objectives were originally published in April 2016. They were due for renewal by April 2020 but given the appointment of a new Chief Inspector in 2020, we will review and revise our strategic objectives during 2021-22.

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 HMIP 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.	