



Business plan 2024–25

HM Inspectorate of Prisons

April 2024

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Foreword

I am delighted that my role as Chief Inspector of Prisons has been extended for another three years, allowing me to continue to lead my outstanding team to scrutinise independently the conditions for and treatment of detainees.

Since our 2023–24 business plan we have issued three Urgent Notifications (UNs) in the adult estate and one in the youth estate. High levels of violence, drugs, and self-harm dominated our key concerns at Bristol, Woodhill and Bedford. These inner-city prisons were also often grappling with overcrowding and staffing pressures.

However, our concerns extend beyond these prisons. The estate overall is under immense pressure, with forecasts only predicting further increases in the prison population. As part of the Justice Select Committee inquiry into the Future Prison Population and Estate Capacity, I gave evidence (Oct/Nov 2023) about the far-reaching consequences of current pressures, including many prisoners having to live in overcrowded conditions. Violence and self-harm have risen across many jails in England and Wales, with particularly alarming rates of self-harm in the women's estate. Our latest thematic report, *The long wait: A thematic review of delays in the transfer of mentally unwell prisoners*, highlighted the inadequate support given to the most acutely unwell individuals in prison.

The persistent lack of regime and poor quality of education, work and skills continues to impede efforts to rehabilitate effectively prisoners for successful reintegration into society. Resettlement support for prison leavers remains a concern, as set out in our evidence to the Public Accounts Committee (May 2023). Our upcoming thematic about motivating positive behaviour in prisons will, we hope, serve as a valuable resource for governors and their staff amidst the prevailing challenges of managing an overcrowded prison system.

The UN for Cookham Wood marked the fifth UN issued to an establishment holding children since the process was introduced in 2017. We remain deeply concerned about the extensive use of 'keep apart', widespread weapon-making and many children feeling uncared for.

We continue to monitor closely the evolving landscape of the immigration estate, particularly with the introduction of the Illegal Migration Act and heightened instability in immigration removal centres. We recently submitted our response to the Brook House Inquiry after careful reflection on the Inquiry's final report and recommendations.

There has been significant legislative activity this past year in relation to criminal justice. In particular, the Criminal Justice Bill outlines plans to rent prison spaces abroad, with reference made to a potential role for the Chief Inspector of Prisons. As further details are provided, we will assess our role accordingly.

In October 2023 we began using an updated version of our men's prison Expectations following consultation with stakeholders. The new sixth edition brings our Expectations up to date so that we can continue to fulfil our responsibility

to deliver independent and objective assessments of outcomes for prisoners. We have enhanced our inspection of equality, diversity and inclusion by emphasising the importance of outcomes, over management and process.

This year, we will be exploring avenues to strengthen and further refine our focus on the importance of effective leadership in places of detention to drive and influence positive change.

We are also keen to continue to encourage prison leaders to harness the use of data to enact lasting and meaningful improvements to their prisons and will continue to embed an evidence-led approach within HMI Prisons. Further developments to our data packs help inspectors to focus on trends in key metrics, and easily identify the strengths and weaknesses in the performance of prisons.

I look forward to continuing our joint work with our partner inspectorates to improve outcomes across the criminal justice system. This year's Criminal Justice Joint Inspection spotlight report highlighted the systemic issues with recruitment and retention across the criminal justice system. This is a matter that requires ongoing and sustained attention.

Our key priorities for 2024–25 are detailed in this business plan and will help the Inspectorate to continue to drive improvements in outcomes for detainees.

Charlie Taylor
HM Chief Inspector of Prisons

March 2024

Section 1 Introduction

1.1 This business plan describes our planned work for the coming year under our strategic objectives (found at Appendix II). The plan sets out HM Inspectorate of Prisons' (HMI Prisons') 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 is set against the main high-level risks associated with our work, resources available and funding assumptions.
- 1.3 Our inspection programme for 2024–25 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 each year.

Section 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 sections 5A and 43 of the Prison Act 1952 (as amended). They are to inspect (or arrange for the inspection of) and report to the Secretary of State on:

- prisons, young offender institutions (YOIs), and secure training centres (STCs) in England and Wales;
- court custody facilities in England and Wales and escorts to and from these facilities; and
- immigration removal centres (IRCs), short-term holding facilities, pre-departure accommodation and escort arrangements throughout the UK.

In particular, the Chief Inspector shall report to the Secretary of State on the treatment of detainees and the conditions in establishments.

2.4 Schedule A1 of the Prison Act 1952 sets out the Chief Inspector's further powers and duties to cooperate and consult with other criminal justice inspectorates and other bodies. These are to:

- delegate any of his functions to another public authority;
- prepare an inspection programme and inspection framework on which the Secretary of State and other specified bodies must be consulted (this does not prevent the Chief Inspector from making visits without notice);
- ensure inspections by other specified bodies do not place an unreasonable burden on organisations within his remit;
- cooperate with other specified bodies where it is appropriate to do so for the efficient and effective discharge of his functions;

- act jointly with other public authorities where it is appropriate to do so for the efficient and effective discharge of his functions;
 - act jointly with other criminal justice inspectors to prepare a joint inspection programme on which the Secretary of State and other specified bodies must be consulted; and
 - provide assistance to any other public authority in the exercise of its functions.
- 2.5 The majority of inspections undertaken by the Chief Inspector benefit from the assistance of other inspectorates and inspections of STCs are undertaken jointly with Ofsted and the Care Quality Commission (CQC).
- 2.6 The Chief Inspector may also carry out inspections of other facilities by invitation, including inspections of military detention facilities, such as the Military Corrective Training Centre and Service Custody Facilities in the UK, 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.
- 2.7 The Chief Inspector must prepare an annual report to be laid before Parliament.

Expectations

- 2.8 Expectations are the documents which set out the criteria HMI Prisons uses to inspect prisons and other custodial establishments. The Inspectorate sets its own inspection criteria to ensure transparency and independence. These criteria are used to examine every aspect of life in detention, from arrival to release.
- 2.9 Expectations are created through a consideration of those issues that are 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.
- 2.10 In October 2023 we began using an updated version of our men's prison Expectations following consultation with stakeholders. This new sixth edition brings our Expectations up to date so that we can continue to fulfil our responsibility to deliver independent and objective assessments of outcomes for prisoners. As part of this work, we have also enhanced our inspection of equality, diversity and inclusion by emphasising the importance of outcomes over management and process. We are in the process of updating our women's prison Expectations in line with the new men's Expectations. These will be published later this year.
- 2.11 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.
- **Preparation for release**
Preparation for release is understood as a core function of the prison. Prisoners are supported to maintain and develop relationships with their family and friends. Prisoners are helped to reduce their likelihood of reoffending and their risk of harm is managed effectively. Prisoners are prepared for their release back into the community.

2.12 All Expectations are available on the Inspectorate's website:
www.justiceinspectors.gov.uk/hmiprison

Leadership

2.13 HM Inspectorate of Prisons has strengthened the inspection of leadership through the introduction of leadership expectations. These cover the following areas:

- **Direction:** Leaders work collaboratively with staff, stakeholders and prisoners to set and communicate strategic priorities that will improve outcomes for prisoners.
- **Engagement:** Leaders create a culture in which staff and other stakeholders willingly engage in activities to improve outcomes for prisoners.
- **Enabling:** Leaders provide the necessary resources to enable good outcomes for prisoners.
- **Continuous improvement:** Leaders focus on delivering priorities that support good outcomes for prisoners. They closely monitor progress against these priorities.

In our Expectations, the term 'leader' refers to anyone with leadership or management responsibility. Our leadership expectations are not currently scored.

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

- 2.14 HM Inspectorate of 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.
- 2.15 Further information on the UK NPM can be found on its website at: <https://www.nationalpreventivemechanism.org.uk>

HMI Prisons' equality and diversity statement

- 2.16 We are committed to creating and maintaining a working environment that promotes fair treatment of those from different groups in our workforce and for those in the establishments we inspect. This must be at the forefront of all our work including how we, and the places we inspect, treat detainees and staff in those places and how we interact with our stakeholders, the wider public and each other. We believe that difference and diversity within our workforce strengthens the work we do and the influence we have.
- 2.17 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.
- 2.18 Our vision is to:
- report on the treatment and conditions of those with protected characteristics in custody
 - have a workforce with the necessary expertise and diversity to reflect the community in which it operates
 - have 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 findings relating to equality and diversity.

2.19 To help achieve this vision, we have a cross-organisational Equality and Diversity Advisory Group (EDAG), chaired by the Deputy Chief Inspector, which meets quarterly and sets the agenda for our equality and diversity action plan 2022–24, as well as monitoring progress against it. The five key priorities of our action plan include:

- improving recruitment and retention
- improving staff well-being
- better ways of working
- better communication and transparency
- considering equality and diversity as part of HMI Prisons' wider work.

We will be updating our equality and diversity plan for 2024-26 to set out how we will continue to deliver our commitment to promoting equality, diversity and inclusion and improving outcomes for people detained in the establishments we inspect.

2.20 As part of our commitment to treating the languages of English and Welsh equally in institutions in Wales, we have strengthened our approach to Welsh language. Further information on how we will fulfil this commitment can be found in the values, priorities and commitments section of our website: www.justiceinspectors.gov.uk/hmiprisons.

2.21 Additionally, from June 2023, we began publishing easy read summaries of our reports on prison inspections to help reach the many prisoners who are neurodivergent, have low levels of literacy or speak English as a second language. The summaries focus on the main concerns from our inspections, and explain what we did during the inspection, what we found and what we want to happen. As well as publishing them on our website, we send the summaries to prison governors to make them available in places where prisoners will see them. Further information about our easy read summaries is available on our website.

Section 3 Resources

3.1 At the time of writing, we anticipate our budget for 2024–25 will be as follows:

Ministry of Justice (core funding)	£5,052,000
Ministry of Justice – child detention	£135,651
Ministry of Justice – secure training centres	£24,693
Home Office – immigration detention	£352,220
Other jurisdiction inspection costs (subject to change)	£75,000
Total	£5,639,564

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 2024, there were 75 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.

Section 4 Business plan 2024–25

- 4.1 This business plan outlines HMI Prisons' objectives for the year under each of our five strategic themes. This plan will be reviewed regularly by the Inspectorate's Corporate Governance Board and Delivery Board to assess progress.
- 4.2 For more information on the work of HM Inspectorate of Prisons, visit www.justiceinspectors.gov.uk/hmiprisons/ or follow us on X (Twitter) at @HMIPrisonnews.

An independent inspectorate

Objective 1: 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 2024–25 as consulted, publishing reports in a timely fashion.</p> <p>Some inspections may be announced at the discretion of the Chief Inspector.</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>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI</p> <p>TLs</p> <p>PM</p>
1b	<p>Deliver Independent Reviews of Progress (IRPs), as consulted, publishing 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> <p>Timescales are detailed in our inspection framework document.</p>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI</p> <p>TLs</p> <p>PM</p>
1c	<p>Pilot the use of Independent Reviews of Progress (IRPs) in immigration detention in the 2024–25 inspection cycle.</p>	<p>Progress reviewed at monthly Delivery Board meetings.</p> <p>Timescales are detailed in our inspection framework document.</p>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI</p> <p>I TL</p> <p>HoRDT</p>
1d	<p>Develop a 2025–26 annual inspection programme and consult stakeholders.</p>	<p>Outline for 2025–26 inspection programme agreed by Corporate</p>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI</p> <p>HoRDT</p>

No.	Key deliverable	Timescale	Measure of success	Lead
		Governance Board in October 2024.		
		Finalised programme agreed by December 2024.		
		Fully resourced and costed programme agreed by February 2025.		

Objective 2: Update prison inspection methodology to ensure best practice and continuous improvement.

No.	Key deliverable	Timescale	Measure of success	Lead
2a	Review the effectiveness of the current approach to inspecting and reporting on leadership in HMI Prisons' reports with a focus on the experience of the inspected body.	Commence review in June 2024 and publish findings paper in September 2024.	Delivered to time and quality (as endorsed by CI), improvement in working practice.	CI DCI N TL HoP
2b	Incorporate learning from our thematic inspections into our Expectations and inspection methodology.	Ongoing	Delivered to time and quality (as endorsed by CI). Inspectors provided with guidance and training on the changes made to our inspection methodology.	TLs EDAG DCI
2c	Deliver new approaches to our inspection of drugs, with an emphasis on better linking up	By the end of the business year.	Delivered to time and quality (as endorsed by CI)	TL CI DCI

No.	Key deliverable	Timescale	Measure of success	Lead
	inspection of supply, demand and treatment.			

Objective 3: Undertake a review of 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	Update women's prison Expectations, to be used for inspections.	April 2024	Delivered to time and quality (as endorsed by CI).	DCI TLs HoP PM

Objective 4: Deliver a programme of thematic inspections and annual reports.

No.	Key deliverable	Timescale	Measure of success	Lead
4a	Deliver and publish an agreed programme of thematic inspection/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 18).	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) HoCP PM

No.	Key deliverable	Timescale	Measure of success	Lead
4b	Deliver and publish a thematic inspection of relationships between staff and children in YOIs.	Fieldwork to be completed in autumn 2024. Report published by spring 2025.	Delivered to time and quality (as endorsed by CI).	YTL 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 2023–24, 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 2024 summer recess.	Delivered to time and quality (as endorsed by CI).	CI HoS HoP HoRDT HoCP PM

Objective 6: Protect detainees’ ability to speak freely to HMI Prisons.

No.	Key deliverable	Timescale	Measure of success	Lead
6a	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).	PO

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	Develop a whole organisation approach to gathering and sharing notable practice. Publish regular examples, working with colleagues from HMPPS to maximise impact.	Ongoing	Delivered to time and quality (as endorsed by CI).	DCI HoRDT HoCP HoP

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 engage with them on the right issues at the right time and enhance our consultation processes.	December 2024	Improvement in working relationships; guidelines for consulting stakeholders in place.	HoP PO HoCP
8b	Continue to implement our communications to extend our reach and influence, to	Ongoing	Delivered to time and quality (as endorsed by CI).	CI HoCP PM

No.	Key deliverable	Timescale	Measure of success	Lead
	improve the outcomes and experiences of detainees. Key workstreams include:		Impact of external communications to be measured through annual stakeholder survey.	
	<ul style="list-style-type: none"> launching a new website that effectively profiles our role and the findings of and insight from our inspections 	May 2024	Number of X (Twitter) and LinkedIn followers, level of engagement, sharing and comments/feedback	
	<ul style="list-style-type: none"> continuing to increase the reach of our social media channels 	Ongoing		
	<ul style="list-style-type: none"> developing and piloting a podcast 	July 2024		
	<ul style="list-style-type: none"> developing and delivering key communication campaigns 	Ongoing (campaigns to be confirmed April 2024 and monitored and reported on quarterly internally)		
	<ul style="list-style-type: none"> enhancing our monitoring and evaluation. 	Ongoing		

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.	Annual stakeholder survey carried out by November 2024. Responses to stakeholder survey analysed and reported to Corporate	Delivered to time and quality (as endorsed by CI).	HoRDT HoS DCI HoCP

No.	Key deliverable	Timescale	Measure of success	Lead
		Governance Board staff by January 2025.		
		Findings from exit surveys and inspection report feedback surveys reviewed by Corporate Governance Board and Delivery Board meetings.		
9b	Monitor stakeholder feedback on social media activity and implement learning.	Review figures and trends at regular communications planning meetings.	Quarterly	HoCP PM
9c	Respond to correspondence promptly and effectively and ensure critical information is fed into intelligence kept on each establishment.	Provide monthly figures and trends to Delivery Board.	Delivered to time and quality (as endorsed by CI).	HoS
9d	Ensure that all safeguarding concerns – whether received during an inspection or by correspondence – are responded to promptly and in accordance with HMI Prisons’ safeguarding protocols.	Provide monthly figures and trends to Delivery Board.	All safeguarding concerns accurately logged and responded to promptly.	HoS Y TL Safeguarding Inspectors

An accountable inspectorate

Objective 10: Develop and publish an annual business plan.

No.	Key deliverable	Timescale	Measure of success	Lead
10a	Draft a new business plan for 2025–26.	Business plan published on HMI Prisons’ website by 1 April 2025.	Delivered to time and quality (as endorsed by CI).	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

A capable inspectorate

Objective 12: Continue to enhance our research and analytical capabilities.

No.	Key deliverable	Timescale	Measure of success	Lead
12a	Enhance our detainee questionnaire for women's prisons, taking into account: <ul style="list-style-type: none"> revisions to the women's Expectations review of improvements. 	To be completed by the end of 2024.	New questionnaire in operation in the women's prison estate to time.	HoRDT
12b	Continue to review and enhance how we use data to inform our inspections of places of detention.	Ongoing	Delivered to time and quality (as endorsed by CI).	HoRDT

Objective 13: 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
13a	Embed an updated learning and development action plan, which will include: <ul style="list-style-type: none"> robust oversight of staff completion of mandatory training 	Ongoing	Increased scores in 2024 Civil Service people survey regarding training and development.	HoS HoFHRIS HRM

No.	Key deliverable	Timescale	Measure of success	Lead
	<ul style="list-style-type: none"> • strategic approach to all-staff Development Days • completion of learning, development and training needs analysis across the Inspectorate • opportunities for inspectors to refresh specific areas of inspection practice • opportunities for all staff to engage in learning and development opportunities • opportunities for mentoring and peer support. 			
13b	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.	Refreshed approach from March 2024, then ongoing	Increased scores in 2024 Civil Service people survey regarding training and development. Positive feedback from staff.	TLs HoP DCI
13c	Ensure that health and safety	Ongoing	Positive feedback from staff; visible	DCI

No.	Key deliverable	Timescale	Measure of success	Lead
	guidance for staff is continually reviewed and updated to reflect public health and wider government advice.		action to respond to feedback.	HoS HoFHRIS
13d	Ensure ongoing and meaningful staff support through the work of HMI Prisons Staff Support network.	Ongoing	Positive feedback on the service.	HoS
13e	Ongoing development and promotion of new staff intranet	Regular 'push' alerts of content. Ongoing programme of publication of key content including CI blog, new starter information and news stories.	Impact of internal communications to be measured through staff surveys and feedback.	HoCP
13f	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 14: Embed our commitment to equality, diversity and inclusion across the Inspectorate.

No.	Key deliverable	Timescale	Measure of success	Lead
14a	Produce an updated equality and diversity action plan 2024–26.	Ongoing	Action plan delivery monitored by the Equality and Diversity Advisory Group (EDAG) and Corporate	CI DCI HoS EDAG

No.	Key deliverable	Timescale	Measure of success	Lead
			Governance Board.	
14b	Through the Equality and Diversity Advisory Group, continue to work on increasing diversity within the Inspectorate.	Ongoing	Increase in staff from black and minority ethnic backgrounds.	DCI HoS HoFHRIS EDAG

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 other inspectorates, health care partners and regulators and the devolved governments.	Ongoing	Delivered to time and quality (as endorsed by CI).	TLs DCI HoS
16b	Update 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 the work of the NPM by: <ul style="list-style-type: none"> playing an active role in the NPM Steering Group and Business Group meetings supporting, participating in, and contributing to, NPM subgroups where necessary (CYP, policing). 	Ongoing	Delivered to time and quality (as endorsed by CI).	SPO TLs

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 CJJI work programme by: <ul style="list-style-type: none"> attending regular Chief Inspector meetings attending regular Development Group meetings (attended by HoRDT) 	Ongoing, and according to agreed deadlines.	Delivered to time and quality (as endorsed by CI).	CI DCI HoRDT

No.	Key deliverable	Timescale	Measure of success	Lead
	<ul style="list-style-type: none">• undertaking joint thematic work as appropriate• undertaking other collaborative work as appropriate.			

Appendix I: Glossary

CI	Chief Inspector
CJINI	Criminal Justice Inspectorate Northern Ireland
CQC	Care Quality Commission
CYP	Children and young people
DCI	Deputy Chief Inspector
EDAG	Equality and Diversity Advisory Group
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.
HMI Prisons	Her Majesty's Inspectorate of Prisons
HMPPS	Her Majesty's Prison and Probation Service
HoCP	Head of Communications and Publications
HoFHRIS	Head of Finance, HR and Inspection Support
HoP	Head of Policy
HoRDT	Head of Research, Development and Thematics
HRM	HR Manager
HoS	Head of Secretariat
MoJ	Ministry of Justice
MoU	Memorandum of understanding
NPM	National Preventive Mechanism
Ofsted	Office for Standards in Education, Children's Services and Skills
OMiC	Offender Management in Custody
OPCAT	Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment

PM	Publications Manager
PO	Policy Officer
SRO	Senior Research Officer
STC	Secure training centre
TL	Team Leader
YOI	Young offender institution
YTL	Y Team Leader

Appendix II: Strategic objectives 2024–25

This business plan outlines HMI Prisons' objectives for the year under each of our five strategic themes.

An independent inspectorate

1. Inspect and report publicly on the treatment and conditions of those held in detention.
2. Update prison inspection methodology to ensure best practice and continuous improvement.
3. Undertake a review of Expectations to ensure they remain relevant and are underpinned by emerging human rights standards and other changes in the external environment.
4. Deliver a programme of thematic inspections and annual reports.
5. Plan and deliver an annual report to be laid before Parliament.
6. Protect detainees' ability to speak freely to HMI Prisons.

An influential inspectorate

7. More actively promote improvement to outcomes in prisons by increasing the impact of HMI Prisons' findings and recommendations and sharing best practice.
8. Ensure effective communication and engagement with stakeholders to promote our findings.
9. Maintain stakeholder confidence in our work.

An accountable inspectorate

10. Develop and publish an annual business plan.
11. Ensure a high standard of corporate governance.

A capable inspectorate

12. Continue to enhance our research and analytical capabilities.
13. Ensure the Inspectorate has an appropriately skilled and expert workforce, and that staff members are supported in carrying out their roles effectively.
14. Embed our commitment to equality, diversity and inclusion across the Inspectorate.

A collaborative inspectorate

15. Ensure effective working between HMI Prisons and the Ministry of Justice as our key sponsor department.
16. Work with inspection partners to add value and enhance outcomes for detainees.
17. Play an active role in the NPM.
18. Actively contribute to the joint criminal justice inspection and thematic programme.

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