



Business plan 2023–24

by HM Inspectorate of Prisons

March 2023

Contents

Foreword	3
Section 1 Introduction	5
Section 2 Mandate	7
Statute	7
Expectations	8
Leadership	9
UN Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)	9
HMI Prisons' equality and diversity statement	10
Section 3 Resources	12
Section 4 Business plan 2023–24	13
An independent inspectorate	14
An influential inspectorate	18
An accountable inspectorate	20
A capable inspectorate	21
A collaborative inspectorate	25
Appendix I: Glossary	28
Appendix II: Strategic objectives 2023–24	30
An independent inspectorate	30
An influential inspectorate	30
An accountable inspectorate	30
A capable inspectorate	30
A collaborative inspectorate	31

Foreword

I have now completed my second full year as Chief Inspector of Prisons and I continue to be impressed by the strong sense of purpose and commitment to improving outcomes for detainees from all staff across the Inspectorate.

The safety of staff and prisoners should be a key priority for prisons, and although many who work in the prison service continue to do a tremendous job under extremely challenging circumstances, far too many prisons remain unsafe and dangerous places to live and work. For example, an inspection of HMP Eastwood Park in October 2022 received the lowest grade for safety, which is extremely uncommon for a women's prison. Inspectors found highly vulnerable prisoners, with acute mental health issues, being held in dilapidated cells covered in graffiti. Levels of self-harm were particularly high and staff shortages resulted in missed opportunities for activity that could support the mental well-being of the women held there.

Sadly, safety was not only a concern at Eastwood Park. In November 2022, we issued an Urgent Notification (UN) to HMP Exeter following an unannounced inspection due to ongoing concerns about safety at the prison. This was particularly concerning as we previously issued a UN to Exeter back in 2018, making this the first time the Inspectorate has invoked the UN process again in consecutive inspections of an adult prison. We also highlighted concerns about vulnerable girls in custody in a thematic review of their experiences published in September 2022.

The safety of migrants arriving by small boats and being detained at Manston short-term holding facility (STHF) was also under the spotlight last year. We inspected the site in July 2022 and published our report (November 2022), which highlighted concerns about its ability to process increasing numbers of migrants. Last autumn I gave evidence to the Joint Human Rights Committee on the findings of our inspection and we have recently reinspected the facility.

While prisons have a responsibility to keep those detained safe, they also have a role to play in reducing the risk of reoffending. Despite the positive effect that purposeful activity can have on prisoner outcomes, and it being over a year since the Government last implemented COVID-19 lockdown measures, far too many prisoners continue to be locked up in their cells for 23 hours a day. This is particularly evident at weekends when there are usually fewer staff members on duty, which we highlighted in our recently published thematic report on the issue. We have never seen access to purposeful activity as poor as it has been this year and I remain dismayed that many prisoners still finish their sentences unable to read.

In December 2022, we published a thematic review exploring the experiences of adult black male prisoners and black prison staff. This involved a successful launch event attended by many of our stakeholders. We were also pleased to have the opportunity to present the report at a meeting of the APPG for Penal Affairs. The report laid bare the divisions between black prisoners and white prison staff, and the widespread subtle racism experienced not only by black prisoners but also black staff members. It identified creative but straightforward solutions for building trust and relationships between staff and prisoners and we look forward to seeing how the prison service responds to our recommendations.

A significant change for the Inspectorate last year was the move from including recommendations in reports to listing our concerns, including a small number of priority concerns. Priority concerns highlight those areas that we believe should be given the most urgent attention by prison leaders. The aim of this new approach is to help governors and other prison leaders focus on the things that will have the most impact on improving outcomes for prisoners and we will continue to monitor the impact of this change.

There are several key areas that I want to continue to develop this year, which are included in this plan. One of our priorities last year was to improve how we used data to inform our inspection activity. We will further develop our data packs in 2023–24, to help identify areas where prisons may be facing challenges or have seen improvements, to enhance our inspection approach. I want 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 continue to use these lessons to inform our work. We have started work to review the men's *Expectations*, focusing specifically on those areas that are in need of refreshing, including behaviour management, education, skills and work and rehabilitation and release planning. We are also enhancing our inspection of equality, diversity and inclusion in 2023–24 by updating our *Expectations* to emphasise the importance of outcomes over management and process.

It has been a real pleasure chairing the Criminal Justice Chief Inspectors' Group over the last year, and I look forward to continuing our joint work with our partner inspectorates to improve outcomes for detainees across the criminal justice system.

This business plan outlines our key priorities for 2023–24 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
March 2023

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 2023–24 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.

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 Crown Courts, county courts and magistrates' courts 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 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 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.

- 2.11 All *Expectations* are available on the Inspectorate's website:
<https://www.justiceinspectorates.gov.uk/hmiprisons/our-expectations/>.

Leadership

- 2.12 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)

- 2.13 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.

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

HMI Prisons' equality and diversity statement

- 2.15 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.
- 2.16 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.
- 2.17 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.
- 2.18 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.
- 2.19 Additionally, as part of our commitment to treating the languages of English and Welsh equally in institutions in Wales, we have recently strengthened our approach to Welsh language. Further information on how we will fulfil

this commitment can be found on the Equality and Diversity pages of our website: [Equality and diversity \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/equality-and-diversity/)

Section 3 Resources

- 3.1 We have submitted a detailed budget proposal to the Ministry of Justice (MoJ) for the business year 2023–24. At the time of writing, our budget for 2023–24 is as follows:

Ministry of Justice (core funding)	£4,757,000
Ministry of Justice – child detention	£127,372
Ministry of Justice – secure training centres	£37,347
Home Office – immigration detention	£352,220
Home Office – customs custody	£13,260
Ministry of Defence – secure forces custody	£14,036
Other jurisdiction and shared inspection costs	£75,911
Total	£5,377,146

- 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 2023, there were 66 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 2023–24

- 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 <https://www.justiceinspectorates.gov.uk/hmiprisons/> or follow us on 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 2023–24 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 TLs 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 TLs PM</p>
1c	<p>Develop a 2024–25 annual inspection programme and consult stakeholders.</p>	<p>Outline for 2024–25 inspection programme agreed by Corporate Governance Board in October 2023.</p> <p>Finalised programme agreed by December 2023.</p> <p>Fully resourced and costed programme agreed by February 2024.</p>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI HoRDT</p>

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 agreed changes to inspection of equality, diversity and inclusion; monitor and evaluate the new approaches.	To be completed by end of September 2023.	Delivered to time and quality (as endorsed by CI). Inspectors provided with updated guidance and training on inspecting equality and diversity.	ITL EDAG DCI
2b	Incorporate learning from our thematic inspections into our <i>Expectations</i> 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 rehabilitation and release planning (RRP) inspection practice following the OMiC thematic, with emphasis on detainee voice and on outcomes.	To be completed by the end of the business year.	Delivered to time and quality (as endorsed by CI).	ITL DCI
2d	Implement a new online system for how we schedule and plan our inspections and gather, record, collate and store our inspection evidence.	To be embedded by the end of the business year.	Delivered to time and quality (as endorsed by CI). Inspectors provided with guidance and training on using the new system.	CI HoS HoFHRIS

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	Review and publish the men's prison <i>Expectations</i> , including a review of the survey.	June 2023	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
4b	Deliver and publish a thematic report on outcomes for children held on remand.	Fieldwork to be completed in autumn 2023. Report published by spring 2024.	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 2022–23, 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 2023 summer recess.	Delivered to time and quality (as endorsed by CI).	CI HoS 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).	HoP 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.	Approach agreed by March 2023 for implementation throughout 2023, and initial evaluation December 2023.	Delivered to time and quality (as endorsed by CI).	DCI HoRDT HoCP SPO

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, optimise the way we use our channels to engage with them on the right issues at the right time and enhance our consultation processes.	December 2023	Improvement in working relationships; guidelines for consulting stakeholders in place.	HoP PO HoCP
8b	Implement a communications strategy setting out how we will use our channels to continue	Ongoing	Delivered to time and quality (as endorsed by CI).	CI HoCP

No.	Key deliverable	Timescale	Measure of success	Lead
	<p>to extend our reach and influence, to improve the outcomes and experiences of detainees. Key workstreams include:</p> <ul style="list-style-type: none"> • reviewing and improving our website before migrating to MoJ hosted service • updating our social media strategy • enhancing our monitoring and evaluation. 		Impact of external communications to be measured through annual stakeholder survey.	

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 2023.</p> <p>Responses to stakeholder survey analysed and reported to Corporate Governance Board staff by January 2024.</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).	<p>HoRDT</p> <p>HoS</p> <p>DCI</p> <p>HoCP</p>
9b	Respond to correspondence and telephone calls	Provide monthly figures and trends to Delivery Board and	Delivered to time and quality (as endorsed by CI).	HoS

No.	Key deliverable	Timescale	Measure of success	Lead
	promptly and effectively and ensure critical information is fed into intelligence kept on each establishment.	Corporate Governance Board.		
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 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 2024–25.	Business plan published on HMI Prisons' website by 1 April 2024.	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
11c	Review and revise the HMI Prisons data sharing policy and privacy notice. Agree updated data sharing protocols with the MoJ.	To be embedded by March 2024.	Delivered to time and quality (as endorsed by the Corporate Governance Board).	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 men's prisons, taking into account:	To be completed by the end of 2023.	New questionnaire in operation in the men's prison estate to time.	HoRDT

No.	Key deliverable	Timescale	Measure of success	Lead
	<ul style="list-style-type: none"> revisions to the men's <i>Expectations</i> review of improvements 			
12b	Review the languages our questionnaires are made available in, to meet the needs of prisoners and detainees.	To be completed by the end of 2023.	Detainee questionnaires delivered to time in the required languages.	HoRDT
12c	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	<p>Embed an updated learning and development action plan, which will include:</p> <ul style="list-style-type: none"> robust oversight of staff completion of mandatory training strategic approach to all-staff Development Days 	Ongoing	Increased scores in 2022 Civil Service people survey regarding training and development.	<p>HoS</p> <p>HoFHRIS</p> <p>HRM</p>

No.	Key deliverable	Timescale	Measure of success	Lead
	<ul style="list-style-type: none"> 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.	Ongoing	Increased scores in 2023 Civil Service people survey regarding training and development.	TLs HoP DCI
13c	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
13d	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	HoS

No.	Key deliverable	Timescale	Measure of success	Lead
			anonymised themes on a bi-annual basis.	
13e	Review internal communications channels and tools to make sure they remain fit for purpose in keeping staff informed of developments in the Inspectorate, the work of the CI and the wider sector, and that they contribute to information sharing between teams.	Review delivered by May 2023, findings implemented by July 2023. Delivery of core work ongoing.	Delivered to time and quality (as endorsed by CI). 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	Review progress against our existing equality and diversity action plan 2022–24.	Ongoing	Action plan delivery monitored by the Equality and Diversity Advisory Group (EDAG) and Corporate Governance Board.	CI DCI HoS EDAG
14b	Through the Equality and Diversity Advisory Group, continue to	Ongoing	Increase in staff from black and minority ethnic backgrounds.	DCI HoS

No.	Key deliverable	Timescale	Measure of success	Lead
	work on increasing diversity within the Inspectorate.			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

No.	Key deliverable	Timescale	Measure of success	Lead
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	<p>Contribute to the work of the NPM by:</p> <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	<p>Contribute to the development and successful delivery of the CJJI work programme by:</p> <ul style="list-style-type: none"> attending regular Chief Inspector meetings attending regular Development Group meetings 	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
	(attended by HoRDT) <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 & 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 2023–24

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, including taking account of any lessons learnt from COVID-19.
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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