



Business plan 2022–23

by HM Inspectorate of Prisons

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Foreword

I have now completed my first full year as Chief Inspector of Prisons and what continues to impress me is the clear sense of purpose and dedication of all staff at the Inspectorate. Our inspection staff have remained in the field throughout the pandemic supported by our Secretariat and Research teams.

Our inspection activity during this period has been vital, highlighting the emotional, psychological and physical impact for many prisoners who have routinely spent up to 23 hours a day in their cells. We have found establishments where overall, the response to COVID-19 had led to less safe, decent or purposeful provision. For example, a joint inspectorate monitoring visit to Rainsbrook Secure Training Centre (STC) in June 2021 led Ofsted to invoke the Urgent Notification (UN) process for a second time. The lack of education, training and work opportunities within many prisons has also disadvantaged prisoners.

We have continued to work hard over the last year to protect our staff, detainees and establishment staff through robust health and safety policies and guidance. One of the most important challenges for us was to work towards returning to our full inspection programme, which we successfully did in May 2021 as the country was beginning to emerge from the worst impacts of the COVID-19 pandemic. This was followed by a resumption of independent reviews of progress (IRPs) from February 2022.

Throughout 2021–22, we have developed and enhanced our inspection approach. In April 2021, we published a new set of *Expectations* for prisons holding women, which were used to inspect six women's prisons during the year. The *Expectations* focus on the different experiences of women and the importance of trauma-informed and gender-specific approaches to effective practice. Our first edition of *Expectations* for separation centres was also published earlier this year and will be used in 2022–23 to undertake thematic inspections of the treatment and conditions experienced by prisoners held in the centres in line with our approach to inspecting other similar units.

Since I became Chief Inspector in 2020, I have made the quality of leadership in prisons my particular focus. HM Inspectorate of Prisons has strengthened the inspection of leadership through the introduction of leadership expectations, which allow us to assess how leaders provide the direction, encouragement and resources to enable good outcomes for prisoners. We will be reviewing our inspection of leadership during 2022–23 and using the learning to enhance our inspection approach.

One of our other priorities last year was to improve how we used data to inform our inspection activity. Data packs have been developed and are now being used to inform our inspections of adult prisons. These help us identify areas where the prison may be facing challenges or have seen improvements. We are looking to develop these further in 2022–23.

There are several key areas that I want to continue to develop this year, which are included in this plan. A significant change for the Inspectorate is our

proposal that inspection reports will no longer include recommendations but will instead report up to 15 concerns from which inspectors will select up to six (but usually around three) priority concerns. Priority concerns will be those areas that we believe should be given the most urgent attention by prison leaders. The aim of this change is to help governors and other prison leaders focus on the things that will have the most impact in terms of improving outcomes for prisoners.

Furthermore, the business plan for 2022–23 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. We will also focus on continuing to develop our communications strategy and enhance our digital presence to maximise the impact and reach of our work. Our relationships and joint working with our partner inspectorates are a key priority for us and I also look forward to chairing the Criminal Justice Chief Inspectors' Group, which oversees the joint programme of criminal justice inspections in 2022–23.

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

April 2022

Section 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 2022–23 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). In addition, as part of the joint inspection programme with other criminal justice Inspectorates, the Chief Inspector currently assists HM Chief Inspector of Constabulary and Fire & Rescue Services to jointly inspect police custody, including designated Terrorist Act custody facilities, and Border Force customs custody suites.
- 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. 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 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.

Leadership

2.11 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)

2.12 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.

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

HMI Prisons' equality and diversity statement

- 2.14 We are committed to creating and maintaining a working environment that promotes equality and diversity. We believe that difference and diversity within our workforce strengthens the work we do and the influence we have.
- 2.15 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.
- 2.16 Our vision is to:
- have a workforce with the necessary expertise and sufficient 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.
- 2.17 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.

Section 3 Resources

- 3.1 We have submitted a detailed budget proposal to the Ministry of Justice (MoJ) for the business year 2022–23. At the time of writing, our budget for 2022–23 is as follows:

Ministry of Justice (core funding)	£4,701,000
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	£285,000
Home Office – customs custody	£13,260
Ministry of Defence – secure forces custody	£14,036
Other jurisdiction and shared inspection costs	£30,000
Total	£5,550,672

- 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 2022, there were 71 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 2022–23

- 4.1 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 previous business plans, some strategic objectives have been updated to reflect our current priorities.
- 4.2 This plan will be reviewed regularly by the Inspectorate's Corporate Governance Board and Delivery Board to assess progress.
- 4.3 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 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 2022–23 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>HoCP</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>HoCP</p>
1c	<p>Develop a 2023–24 annual inspection programme and consult stakeholders.</p>	<p>Outline for 2023–24 inspection programme agreed by Corporate Governance Board in October 2022.</p> <p>Finalised programme agreed by December 2022.</p> <p>Fully resourced and costed programme agreed by February 2023.</p>	<p>Delivered to time and quality (as endorsed by CI).</p>	<p>DCI</p> <p>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	Conduct workshops to assist HMPPS in the completion of Self-Assessment Reports.	To be completed by end of April 2022.	Delivered to time and quality (as endorsed by CI).	CI NTL
	Review and incorporate learning from the inspection of leadership into our future inspection approach.	To be completed by end of November 2022.	Inspectors provided with updated guidance and training on inspecting leadership.	Leadership Project Steering Group
2b	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).	CI HoRDT
2c	Review and enhance how we inspect equality and diversity in places of detention.	Ongoing.	Delivered to time and quality (as endorsed by CI).	ITL EDAG
			Inspectors provided with updated guidance and training on inspecting equality and diversity.	DCI
2d	Incorporate learning from our thematic inspections into our Expectations and inspection methodology.	To be completed by the end of 2022/23.	Delivered to time and quality (as endorsed by CI).	TLs EDAG
			Inspectors provided with guidance and training on the changes made to our inspection methodology.	DCI

No.	Key Deliverable	Timescale	Measure of success	Lead
2e	Develop rehabilitation and release planning (RRP) inspection practice in the light of Offender Management in Custody (OMiC) roll-out and results of the OMiC thematic.	To be completed by end of 2023. OMiC implementation and thematic have been delayed.	Delivered to time and quality (as endorsed by CI).	ITL DCI
2f	Scope and 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	Consider how we review our Expectations, with the aim of making better use of our cross-inspectorate expertise to ensure they continue to support improved outcomes for detainees.	December 2022.	Delivered to time and quality (as endorsed by CI).	DCI TLs HoP

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 inspections/publications (as determined by Corporate Governance Board). This will include thematic inspections conducted solely by HMI Prisons and thematic inspections conducted jointly with other inspectorates (see objective 17).	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
4b	Deliver and publish an annual thematic report on children in custody. This will inspect outcomes for Restricted Status children and those accused of or convicted of terrorism related offences.	Fieldwork to be completed in Autumn 2022. Report published by Spring 2023.	Delivered to time and quality (as endorsed by CI).	YTL HoRDT SRO (thematics) HoCP

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 2021–22, 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 2022 summer recess.	Delivered to time and quality (as endorsed by CI).	CI HoS HoRDT HoCP

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).	SPO 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	To introduce new arrangements for the way the Inspectorate reports on concerns identified in inspections, encouraging leaders to focus on areas of significant weakness to improve outcomes for detainees.	To be implemented from May 2022.	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.	December 2022.	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 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	<p>Continue to review and enhance our communications and media approach, which will include:</p> <ul style="list-style-type: none"> • developing how the Inspectorate uses audio and audio/visual tools to communicate its findings with stakeholders and wider audiences • identifying new media outlets for targeted work • developing how we communicate the work of the Inspectorate with detainees. 	Ongoing.	<p>Delivered to time and quality (as endorsed by CI).</p> <p>Impact of external communications to be measured through annual stakeholder survey.</p>	CI HoCP

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 2022.</p> <p>Responses to stakeholder survey analysed and reported to Corporate Governance Board staff by January 2023.</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 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.	<p>HoS</p> <p>Safeguarding Inspectors</p>

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 2023–24.	Business plan published on HMI Prisons' website by 1 April 2023.	Delivered to time and quality (as endorsed by CI).	HoS DCI CI HoCP

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, privacy and data retention policies.	To be embedded by March 2023.	Delivered to time and quality (as endorsed by the Corporate	HoRDT

Agree data sharing protocols with the MoJ.

Governance Board).

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	<p>Continue to embed a revised Learning and Development Strategy, 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• 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.	Ongoing.	Increased scores in 2022 Civil Service people survey regarding training and development.	HoS HoFHRIS HRM
12b	Ensure that HMI Prisons' policy for enable staff to keep abreast of policy developments within custodial settings,	Ongoing.	Increased scores in 2022 Civil Service people survey regarding	TLs HoP DCI

	discuss inspection practice and findings in light of these developments, and facilitate expertise sharing across the organisation.		training and development.	
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.	HoCP
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	Review progress against our existing Equality and Diversity action plan to inform the development of an updated plan for 2022-24.	Ongoing.	Action plan delivery monitored by the Equality and Diversity Advisory Group (EDAG) and Corporate Governance Board.	CI DCI HoS EDAG
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

A collaborative inspectorate

Objective 14: Ensure effective working between HMI Prisons and the Ministry of Justice as our key sponsor department.

No.	Key Deliverable	Timescale	Measure of success	Lead
14a	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	HoS DCI

other
inspectorates.

Objective 15: Work with inspection partners to add value and enhance outcomes for detainees.

No.	Key Deliverable	Timescale	Measure of success	Lead
15a	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
15b	Update MoUs and protocols with partners as required.	Ongoing.	Delivered to time and quality (as endorsed by CI).	HoS

Objective 16: Play an active role in the NPM.

No.	Key Deliverable	Timescale	Measure of success	Lead
16a	Contribute to the work of the NPM by: <ul style="list-style-type: none">• playing an active role in the NPM Steering Group.• 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 17: Actively contribute to the joint criminal justice inspection and thematic programme.

No.	Key Deliverable	Timescale	Measure of success	Lead
17a	<p>Contribute to the development and successful delivery of the CJJI work programme by:</p> <ul style="list-style-type: none"> • Our Chief Inspector chairing the regular Criminal Justice Chief Inspector Group (CJCIG) meetings and HMI Prisons providing the secretariat for this work • attending regular Development Group meetings (attended by HoRDT) • 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).	<p>CI</p> <p>DCI</p> <p>HoRDT</p>

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.
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMI Prisons	Her Majesty's Inspectorate of Prisons
HMPPS	Her Majesty's Prison and Probation Service
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
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 2022–23

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 previous business plans, some strategic objectives have been updated to reflect our current priorities.

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

A collaborative inspectorate

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

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