



# **HM Inspectorate of Prisons Business Plan 2025–26**

April 2025

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# Introduction

These continue to be very challenging times for all those living and working in prisons. We meet many outstanding leaders and frontline staff in the course of our work, and I remain very grateful for their professionalism in engaging with the inspectorate despite the pressures they are facing.

Independent inspection is even more important when times are difficult, and our first priority is to deliver a programme which both enables public scrutiny of the hidden world of detention and helps to drive improvement, by providing establishments with clear priorities for improvement. In the coming year we expect to visit more than 70 institutions as part of our core inspection programme.

One of the single biggest drivers for improvement in any establishment is strong and effective leadership. Over the past year we have reviewed our approach to inspecting this crucial area, updating our expectations and providing refresher training to governors on how to use the self-assessment report most effectively. This will continue to be a priority for us in the year ahead and I am pleased that, for the first time, we will be working with newly appointed governors providing dedicated information sessions to help them understand our expectations, the role of our self-assessment report and the importance of the use of data to drive improvement.

We are acutely aware of the additional strain many in the prison service are working under, and that inspection may add to those pressures. As well as making sure the induction sessions give new governors the space to ask questions or raise concerns about the inspection process, we will also be completing mental health first aider training for a cohort of our staff so that we are better able to recognise and respond appropriately to signs of distress, both on inspection and in support of our own staff.

I continue to be very concerned about purposeful activity, with many prisoners and detainees spending long hours in their cells with nothing to give them hope for the future or prepare them to gain and keep employment on release. In the coming year we will carry out an in-depth thematic review of work and training in prisons. We will also deliver a thematic review of support for prisoners to maintain family ties, which our recent reports on motivating positive behaviour and women coping in prison have found to be vital in keeping prisoners positively engaged through their time in custody.

Against this backdrop of very poor purposeful activity, we have noted the increasing prevalence of illicit drugs, which pose a significant threat to the stability and security of many prisons. In 2024–25, we began work to review the way that we inspect and report this area to make sure that we do so as effectively as possible. In 2025–26, we will continue this, and I am pleased to note that the Justice Select Committee is also giving this issue its attention.

Our recent inspections of immigration removal centres have found worrying deterioration in conditions in several sites. I am pleased to say that we have strengthened our ability to scrutinise conditions and treatment in this area and

will begin conducting independent reviews of progress in the immigration estate following a successful pilot in 2024–25.

Finally, as a public body, I am very conscious of the inspectorate's responsibility both to discharge our responsibilities as efficiently as possible and for our decisions to be well governed and defensible. Over the past year, we have carried out a review of our governance procedures. In 2025–26, we will implement a number of improvements to strengthen our governance arrangements to ensure we remain responsive to emerging risk, while also husbanding our resources as effectively and efficiently as possible.

**Charlie Taylor**  
**HM Chief Inspector of Prisons**

# Section 1 Who we are and what we do

## Our purpose

We are an independent inspectorate led by HM Chief Inspector of Prisons. We scrutinise the conditions for, and treatment of, prisoners and other detainees and report on our findings.

We help to make sure that detention is humane, safe, and respectful, and helps to prepare people for release. We do that by carrying out independent inspections of prisons, young offender institutions, secure training centres and courts in England and Wales and places of immigration detention across the UK.

We publish reports to let people know about our findings and hold the government, and those running places of detention, to account. We also identify and share examples of positive practice to support leaders in learning from other, comparable institutions.

## Where and how we inspect

Where and how we inspect is set out in more detail in our [\*Inspection framework\*](#) and in our [\*Expectations\*](#), which set out the criteria we use to inspect prisons and other forms of detention. They are based on international human rights standards and are used to examine all aspects of life in detention.

## More information

For more information about the work of the Inspectorate, please visit our website: [hmiprisons.justiceinspectorates.gov.uk](https://hmiprisons.justiceinspectorates.gov.uk)

## Section 2 Our 2025–26 business plan

This business plan describes our planned work for the coming year. It is set against the main high-level risks associated with our work, available resources and funding assumptions.

Most of the inspectorate's activities relate to the delivery of our core inspection programme and the gathering and analysis of intelligence which supports the effective discharge of our responsibilities.

The delivery of all activity set out in this plan is monitored and scrutinised internally by our existing governance structures. Quarterly updates of progress against the plan will be published on our website and shared with the Ministry of Justice, our sponsoring department.

Our key governance fora are:

**Corporate Governance Board:** CGB meets quarterly and is chaired by our Chief Inspector. Our CGB reviews key performance metrics, our corporate risk register, approves new programmes of work at a strategic level and scrutinises our financial performance.

**Delivery Board:** DB meets monthly and is chaired by our Deputy Chief Inspector. Our DB oversees the effective operational delivery of our inspection programme.

Our inspection programme for 2025–26 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.

In this plan, the work of the Inspectorate is described under five themes, which derive from our organisational values:

1. An independent inspectorate
2. An influential inspectorate
3. An accountable inspectorate
4. A capable inspectorate
5. A collaborative inspectorate

## Section 3 Our resources

At the time of writing, we anticipate our budget for 2025–26 will be as follows (provisional breakdown to be updated once other jurisdiction funding and formal budget delegation from MoJ is finalised):

Ministry of Justice (core funding)	£5,365,000
Ministry of Justice – child detention (subject to change)	£135,651
Ministry of Justice – secure training centres	£28,908
Home Office – immigration detention	£454,339
Other jurisdiction inspection costs (subject to change)	£75,000
<b>Total</b>	<b>£6,058,898</b>

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.

As of March 2024, there were 83 staff and fee-paid associates (c70 FTE) 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    An independent inspectorate

We will fulfil our statutory duty to report accurately, impartially and publicly concerning the treatment and conditions for detainees. 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.

### Objective 1: We will deliver a programme of independent inspection spanning all areas of our responsibility.

#### What we will deliver in 2025–26

In 2025–26, we will deliver a programme of independent inspection of more than 70 establishments, which we expect to include the following<sup>1</sup>.

	Establishments holding adults	Establishments holding children	Immigration detention
Unannounced inspections	40	1	7
	1 ex-jurisdiction		
Independent reviews of progress (IRP)	15–17	5	2
	1 ex-jurisdiction		
Assurance visits	0	1	0

For every inspection that we deliver, we will publish a full report within 14 weeks for full inspections or five weeks for IRPs.

#### Oversight of the inspection programme

	Who is involved	Milestones/frequency
Progress of programme	Corporate Governance Board	Quarterly
	Ministry of Justice Sponsorship Team Business Assurance Meetings	Twice a year
Resourcing of programme	Delivery Board	Monthly
Timeliness of reports	Corporate Governance Board	Quarterly

<sup>1</sup> Please note our inspection programme is based on a dynamic assessment of risk. This means that some change to our planned programme may take place during the year that affects the overall number of different types of inspections delivered.



## **Objective 2: We will develop and report on a programme of thematic inspection that drives improved outcomes for detainees.**

### **What we will deliver in 2025–26**

- We will publish a report on a thematic inspection of work and training in adult prisons.
- We will publish a report on relationships between children in custody and the staff caring for them.
- We will publish a report on a thematic inspection of work to maintain family ties while people are in prison.
- We will continue to promote the findings of our thematic review on enabling women to cope in prison, *Time to care*.
- We will continue to promote the findings of our thematic review on applications in prisons, *Easier said than done*.
- Our Thematics Board will review and develop proposals for new areas of thematic inspection throughout the year based on emerging intelligence or areas of risk.

### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Development and delivery of programme	Corporate Governance Board	Quarterly
Resourcing of programme	Delivery Board	Monthly
Timeliness of reports	Corporate Governance Board	Quarterly

## **Objective 3: We will continue to drive improvement in the leadership of establishments that we inspect.**

### **What we will deliver in 2025–26**

- Last year, we updated our Leadership expectations following a review of how we inspect which resulted in changes to tools such as the self-assessment report which governors complete. In 2025–26, we will continue to embed these changes across all settings to highlight the critical importance of strong leadership in driving improvement.
- We will design and deliver three information sessions for new governors. These will cover our expectations, the self-assessment report and the use of data to drive improvement. We will also give new governors the space to ask questions or raise concerns about the inspection process. Sessions will be spread across the year.

### How we will monitor and report on progress

	Who is involved	Milestones/frequency
Development of new induction events	Delivery Board	Monthly
Embedding of updated Leadership expectations	Delivery Board Policy Forum meetings	Monthly Quarterly

### Objective 4: We will strengthen our ability to scrutinise conditions and respond to increased risk in immigration detention.

- In 2024–25 we piloted the use of IRPs in immigration removal centres.
- In 2025–26, we expect to deliver two IRPs where we believe that a review of progress would help to encourage progress in improving conditions and outcomes for detainees.

### How we will monitor and report on progress

	Who is involved	Milestones/frequency
Development and delivery of programme	Corporate Governance Board	Quarterly
Resourcing of programme	Delivery Board	Monthly
Timeliness of reports	Corporate Governance Board	Quarterly

### Objective 5: We will continue to safeguard detainees.

#### What we will deliver in 2025–26

- We will continue to protect detainees from sanctions or reprisals resulting from their, or someone acting on their behalf's, communication with HMI Prisons in line with our sanctions policy.
- We will continue to act immediately if we identify safeguarding concerns, whether received during an inspection or by correspondence, in accordance with HMI Prisons' safeguarding protocols.

## How we will monitor and report on progress

	Who is involved	Milestones/frequency
Review of log of safeguarding concerns or sanctions and action taken	Delivery Board	Monthly
	Secretariat Team	Monthly
	Safeguarding meeting	Quarterly
	Sanctions meeting	Quarterly

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# Section 5    An influential inspectorate

We will inspect and report in an open way, challenging constructively and sensitively 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.

## Objective 6: We will continue to build our central insight and expertise on the key issues affecting detainees.

### What we will deliver

- We will publish our 2024–25 annual report which brings together analysis of survey and inspection findings from across the reporting year. Our policy forums will continue to meet quarterly to review intelligence across our four healthy prison tests of Safety, Respect, Purposeful Activity and Preparation for Release.
- We will respond to relevant public policy consultations or calls for evidence from parliamentary committees drawing on our unique evidence base and insight.
- We will hold quarterly development days for all staff to share emerging insight and ensure this continually feeds into improved inspection practice.

### How we will monitor and report on progress

	Who is involved	Milestones/frequency
Identifying emerging themes and sharing insight	Policy Forums	Quarterly
Oversight of development days	Corporate Governance Board	Quarterly
Development of annual report	Policy Forums	Quarterly
	Corporate Governance Board	Quarterly

## **Objective 7: We will extend the reach of our reports to drive greater scrutiny and positive change.**

### **What we will deliver in 2025–26**

- In 2024–25, we launched a new website. We will continue to improve the website, learning from feedback from our 2024–25 stakeholder survey and wider user feedback and performance analytics as appropriate.
- We will continue to forge effective relationships with key correspondents and outlets to ensure our inspection findings are covered widely and that they reach a range of audiences.
- We will pilot the use of podcasting to promote the findings of our inspections to understand whether this is an effective channel for the inspectorate. The podcast will be produced in-house by our communications team.
- We will also pilot the use of Instagram to help us to engage with a wider range of audiences with content appropriate for that platform.
- We will work with an independent journalist to produce a radio documentary following one of our prison inspections.

### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Podcast and Instagram development and piloting	Corporate Governance Board	Quarterly
	Communications strategic planning meeting	Quarterly
Media coverage	Corporate Governance Board	Quarterly
Website improvements	Corporate Governance Board	Quarterly

## **Objective 8: We will identify and share positive practice to help drive improved outcomes.**

### **What we will deliver in 2025–26**

- In 2024–25 we published a thematic review focused on prisons performing better than some of their peers to help leaders in identifying where they may be able to make improvements to their own establishments. We also published a full list of all notable positive practice alongside our 2023–24 annual report.
- We will continue to share notable positive practice on our website and through our social media channels, and to promote positive inspection reports as widely as possible.

## How we will monitor and report on progress

	Who is involved	Milestones/frequency
Discussion of positive practice by healthy prison area	Policy Forums	Quarterly
	Delivery Board	Monthly

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# Section 6    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.

## Objective 9: We will demonstrate effective risk management and decision making through robust corporate governance.

### What we will deliver in 2025–26

- In 2024–25, we reviewed our governance processes. In 2025–26, our Secretariat will implement improvements to make sure the inspectorate is effectively governed and able to identify and manage risk effectively. This will include updating terms of reference for all boards and committees and an overarching governance framework. We will also create a single action log across all boards and committees.
- We will hold four quarterly Corporate Governance Board meetings, chaired by the Chief Inspector, to oversee the strategic direction of the inspectorate’s work and the corporate risk register, and provide scrutiny and challenge of our finances.
- We will hold monthly Delivery Boards, chaired by the Deputy Chief Inspector, to oversee effective implementation of our operational programme of inspection.
- Our Fire, Health & Safety Committee will meet twice a year to review key policies, incidents and actions.
- Our Learning & Development Committee will meet twice a year to review progress against our Learning & Development Plan and identify where action is needed to support continuous improvement.
- Our Equality and Diversity Action Group will meet twice a year to review progress against our Equality and Diversity Action Plan and monitor key metrics in this area.

### How we will monitor and report on progress

	Who is involved	Milestones/frequency
Implementation of governance review changes	Corporate Governance Board	Quarterly
	Ministry of Justice Business Assurance Meetings	Twice yearly
Ongoing assurance of compliance with key governance processes	Corporate Governance Board	Quarterly
	Ministry of Justice Business Assurance Meetings	Twice yearly

	Who is involved	Milestones/frequency
	Ministry of Justice senior sponsor meetings	Quarterly
	Chief Inspector annual appraisal	Annually

## **Objective 10: We will demonstrate robust financial management and provide value for money.**

### **What we will deliver in 2025–26**

- We will continue to deliver our inspection programme and all other activity within budget.
- We will comply with MoJ guidance on financial management, reporting on our budget variance monthly as well as carrying out quarterly reforecasting exercises.
- We will publish an annual report and accounts which are laid in parliament and give a full account of our resources and activities.

### **How we will report and monitor progress**

	Who is involved	Milestones/frequency
Monthly finance reporting	Monthly finance meetings	Monthly
	Monthly finance variance reports to the Ministry of Justice's Finance Business Partnership team	Monthly
Quarterly budget updates and reforecasting	Corporate Governance Board	Quarterly
	Ministry of Justice Business Assurance Meetings	Twice yearly
	Ministry of Justice senior sponsor meetings	Quarterly
	Chief Inspector annual appraisal	Annually
Annual report and accounts	Corporate Governance Board	Annually



## Section 7 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.

### Objective 11: We will ensure the inspectorate has an appropriately skilled and expert workforce.

#### What we will deliver in 2025–26

- We will agree an updated Learning & Development Action Plan, the implementation of which will be overseen by the Learning & Development Committee, reporting to Corporate Governance Board.
- We will complete training of a cohort of staff as mental health first aiders to support their ability to recognise and respond to signs of mental distress on inspection and among our own staff.
- We will continue to require all staff and fee paid associates who work on our behalf to complete all mandatory training courses. We will monitor completion to ensure compliance.
- We will use quarterly policy forum meetings and quarterly staff development days to share insight to inform and continually improve our inspection practice, including through inviting external perspectives.
- We will continue to promote peer review, shadowing, mentoring and other learning and development opportunities.

#### How we will monitor and report on progress

	Who is involved	Milestones/frequency
Updated L&D Action Plan	Learning & Development Committee Corporate Governance Board	Quarterly
Completion of training	Delivery Board	Monthly
	Learning & Development Committee	Twice yearly
Monitoring of learning and development needs and corporate approach	Training reviews panel	Monthly
	Learning & Development Committee	Quarterly

	Who is involved	Milestones/frequency
Development day delivery	Corporate Governance Board	Quarterly

## **Objective 12: We will ensure our staff are supported in carrying out their roles effectively.**

### **What we will deliver in 2025–26**

- We will relaunch our staff support group, which provides peer support for any member of staff who needs it, for example after witnessing a distressing incident on inspection.
- We will recruit two new members of the staff support group, provide bespoke training to support them in their role and promote the group to staff alongside other sources of support.
- We will continue to use our staff intranet to keep staff informed of key issues that may affect their work or well-being.
- All staff will have objectives and regular meetings with their manager to make sure they understand their priorities, how they link to the inspectorate's wider priorities and are supported in delivering them.

### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Number and nature of calls to staff support group	Fire, Health & Safety Group	Twice yearly
Civil service people survey	Corporate Governance Board	Monthly
		Twice yearly
Line management meetings	All staff	At least monthly

## **Objective 13: We will protect our staff by taking all reasonable steps to ensure their health and safety at work.**

### **What we'll deliver in 2025–26**

- We will review all relevant policies to ensure they meet the requirements of the Worker Protection Act to prevent sexual harassment of our staff from taking place. We will speak with other organisations with staff in high-risk environments including prisons to help inform our approach.
- We will continue to keep our health and safety guidance and key policies for staff under review to reflect any changes to legislation, public health and wider government advice.

- We will keep an accurate record of any incidents or near-misses for review at our Fire, Health and Safety Committee meetings and implement any learning to reduce the risk of recurrence.

#### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Updating policies	Fire, Health & Safety Committee	Twice yearly
Reviewing incidents and near misses	Fire, Health & Safety Committee	Twice yearly

### **Objective 14: We will embed our commitment to fair treatment and inclusion across the inspectorate.**

#### **What we'll deliver in 2025–26**

- We will agree a new Equality & Diversity Action Plan, including a new dashboard to facilitate monitoring and report on key metrics, as well as specific action points. This plan will be developed and agreed by our Equality & Diversity Action Group, which is chaired by the Deputy Chief Inspector and feeds into the Corporate Governance Board.
- We will continue to monitor and discuss key issues relating to fair treatment and inclusion at our quarterly Equality & Diversity Action Group meetings.
- We will begin a review of our expectations on fair treatment and inclusion in our inspection framework, which we have committed to reviewing every two years, for completion by the end of 2026.

#### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Updated plan	Equality & Diversity Action Group	Quarterly
	Corporate Governance Board	Quarterly

## Section 8 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.

### **Objective 15: We will maintain good working relationships with clear roles and accountabilities with our inspection partners.**

#### **What we will deliver in 2025–26**

- We will publish updated MoUs that set out the ways that we will work with HMPPS and the Home Office in delivering our programme of inspection.
- Our MoU with the Home Office will combine two separate MoUs for our work on facilities managed by Immigration Enforcement and Border Force into a single MoU so that it is easier for stakeholders to see in a single place the roles and responsibilities on each party in inspections of immigration detention.
- We will continue to work collaboratively with other inspectorates, health care partners and regulators and the devolved governments.
- We will continue to review and update memorandums of understanding and protocols which define how we will work with key partners and the information that we will share.

#### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Updated MoUs	Corporate Governance Board	Quarterly
Stakeholder feedback from our annual survey	Corporate Governance Board	Annual

### **Objective 16: We will contribute actively to the work of the Criminal Justice Joint Inspection group and its thematic programme.**

#### **What we will deliver in 2025–26**

- We will continue to attend regular meetings of the CJJI including the meeting of Chief Inspectors and the development group.

- We will actively contribute to joint thematics, including taking a lead role where appropriate according to the CJI business plan for 2025–26.

#### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Contributing to thematic work	CJI development group	Quarterly
Sharing intelligence and agreeing joint working	CJI Chief Inspectors	Quarterly

### **Objective 17: We will play an active role in the UK's National Preventive Mechanism.**

#### **What we will deliver in 2025–26**

- We will share our insight and seek to learn from that of other members of the UK's NPM to support wider work to drive improvement in conditions and outcomes.

#### **How we will monitor and report on progress**

	Who is involved	Milestones/frequency
Sharing insight	NPM steering group	Quarterly
	NPM conference	Annual

### **Objective 18: We will work constructively with our sponsoring department, the Ministry of Justice.**

#### **What we will deliver in 2025–26**

- We will publish an updated protocol with the Ministry of Justice that more accurately reflects our established ways of working that balance the need for providing assurance that we are delivering our responsibilities effectively and complying with relevant policies and legislation, while maintaining our independence. We will ensure that we are working in line with this protocol.
- We will continue to hold regular meetings with our sponsorship team and the ALB Centre of Expertise to ensure an appropriate flow of information between organisations, while at the same time maintaining our independence.
- We will work closely with HR and Finance Business Partners to ensure our work in these key areas remains in line with wider MoJ policy and bring in their expertise where needed.

## How we will monitor and report on progress

	Who is involved	Milestones/frequency
Sharing insight	Sponsorship team meetings	Monthly
	Senior sponsor meetings	Monthly
	Business Assurance meetings	Twice yearly
	Annual appraisal of the Chief Inspector	Once a year

## Objective 19: We will seek to understand how stakeholders perceive us and continually improve our ways of working.

### What we will deliver in 2025–26

- We will continue to carry out exit surveys at the end of all inspections, reflecting on the feedback to continually improve our ways of working.
- We will continue to monitor social media, media and parliamentary affairs to understand how stakeholders perceive our work and where we may need to respond to any concerns or misconceptions.
- We will publish our annual stakeholder survey, seeking feedback from a range of stakeholder groups on our performance.
- We will carry out a statutory consultation on our proposed inspection programme for 2026–27, giving stakeholders the opportunity to suggest changes to the balance of this or areas of thematic work that we should consider.

## How we will monitor and report on progress

	Who is involved	Milestones/frequency
Stakeholder survey	Corporate Governance Board	December and January meetings
Programme consultation	Corporate Governance Board	January meeting
Exit surveys	Delivery Board	Monthly
Monitoring	Policy and Communication teams	Ongoing

# Appendix I List of strategic objectives

Objective 1: We will deliver a programme of independent inspection spanning all areas of our responsibility.

Objective 2: We will develop and report on a programme of thematic inspection that drives improved outcomes for detainees.

Objective 3: We will continue to drive improvement in the leadership of establishments that we inspect.

Objective 4: We will strengthen our ability to scrutinise conditions and respond to increased risk in immigration detention.

Objective 5: We will continue to safeguard detainees.

Objective 6: We will continue to build our central insight and expertise on the key issues affecting detainees.

Objective 7: We will extend the reach of our reports to drive greater scrutiny and positive change.

Objective 8: We will identify and share positive practice to help drive improved outcomes.

Objective 9: We will demonstrate effective risk management and decision making through robust corporate governance processes.

Objective 10: We will demonstrate robust financial management and provide value for money.

Objective 11: We will ensure the inspectorate has an appropriately skilled and expert workforce.

Objective 12: We will ensure our staff are supported in carrying out their roles effectively.

Objective 13: We will protect our staff by taking all reasonable steps to ensure their health and safety at work.

Objective 14: We will embed our commitment to fair treatment and inclusion across the inspectorate.

Objective 15: We will maintain good working relationships with clear roles and accountabilities with our inspection partners.

Objective 16: We will contribute actively to the work of the Criminal Justice Joint Inspection group and its thematic programme.

Objective 17: We will play an active role in the UK's National Preventive Mechanism.

Objective 18: We will work constructively with our sponsoring department, the Ministry of Justice.

Objective 19: We will seek to understand how stakeholders perceive us and continually improve our ways of working.