



HM Inspectorate of Prisons business plan 2026–27

April 2026

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Introduction

Our business plan for 2026–27 is set against a backdrop of sustained challenge across the criminal justice system and a changing immigration landscape.

Over the past year, we have continued to report on deteriorating conditions in jails across England and Wales, noting a decline in safety linked to very high levels of illicit drug use and unacceptable levels of criminality within even the high security prisons. Rising violence puts not only prisoners but also staff at risk of serious harm and fundamentally undermines the opportunity to build trusted relationships which support prisoners' rehabilitation. This is particularly stark in the youth estate, where our thematic review highlighted the causes and far-reaching consequences of a lack of trusting relationships. I also remain deeply concerned by the ongoing failure of the prison service to deliver adequate education, work and training, with real-terms cuts to prisons' education budgets creating even greater risk that men and women will fail to develop the skills they need to contribute to society on their release.

Estate capacity and efforts to manage an ever-rising prison population continue to determine many of the reforms being introduced to the prison and probation services. The passing of the Sentencing Act heralds significant changes to the management of people's time in custody, their release and the conditions under which they can be recalled. Preparing people for a safe return to the community is a vital part of prisons' public protection responsibilities and during the coming year we will look to understand and evidence the impact of the changes. At the same time, there have been significant developments in immigration detention.

Our business plan focuses on making sure we are able to provide the level of scrutiny that the public and parliament should expect, while making the best use of the resources available to us. We will deliver over 50 full inspections of places of detention, including prisons, young offender institutions, court custody and immigration detention, and up to 20 independent reviews of progress. Recognising the need for public bodies to operate as efficiently as possible, the plan also includes the implementation of changes to the way that we publish our reports. These will enable a leaner and more agile way of working while making our findings clearer and more accessible.

I recognise the added burden of inspection for those already delivering challenging roles in difficult circumstances. The Inspectorate remains committed to making the inspection process as transparent, fair and constructive as possible. I am deeply appreciative of how readily and constructively staff at every establishment work with our inspection teams.

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, 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.

Our role is to shine a light on what needs to change, but we cannot enforce it. It is up to leaders to consider the best way to respond to our concerns and use their resources and expertise to find solutions. HM Prison and Probation Service, HM Courts & Tribunals Service and the Home Office should work with establishments to support this progress.

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: hmi.prisons.justiceinspectorates.gov.uk

Section 2 Our 2026–27 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, resources available and funding assumptions.

The majority 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 2026–27 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 follows¹:

Ministry of Justice (core funding)	£5,787,540
Ministry of Justice – child detention	£143,245
Ministry of Justice – secure training centres	£29,891
Home Office – immigration detention	£454,339
Other jurisdiction inspection costs (subject to change)	£80,695
Total	£6,495,710

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 2026, there were 81 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.

¹ All figures are subject to change.

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 2026–27

- In 2026–27, we will deliver a programme of independent inspection of more than 70 establishments, which we expect to include the following.²

	Establishments holding adults	Establishments holding children	Immigration detention	Court custody
Unannounced inspections	37 2 military detention facilities	1	8	3 court areas
Independent reviews of progress (IRP)	15–20	4	0	
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.
- We will publish an updated inspection framework that supports this programme.
- We will update our Expectations for children’s custody, military detention facilities and on fair treatment and inclusion across all detention settings. Where relevant, we will also update our survey questions to reflect any changes.
- We will develop a short video to be used in prisons which introduces our inspections and explains our independence. This will inform prisoners about our survey and encourage them to speak to the inspection team.

² 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.

How we will monitor and report on progress

	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
Review of Expectations	Delivery Board	Monthly
	Corporate Governance Board	Quarterly

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

What we will deliver in 2026–27

- We will publish a report on the experiences of children who have been remanded to custody for short periods of time. We will develop a further thematic review on the support for children in custody with the highest level of need.
- We will publish a thematic review on the experiences of women in immigration detention.
- We will continue to promote the findings of our thematic reviews on work to maintain family ties while people are in prison and on work and training in prisons.
- 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 2026–27

- We will deliver three information sessions for new governors building on the success of events delivered in 2026–27. 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, share observations or raise concerns about the inspection process. Sessions will be spread across the year.
- We will continue to inspect and report on leadership of all inspected establishments against our leadership expectations.

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 continue to safeguard detainees.

What we will deliver in 2026–27

- 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.
- Safeguarding leads from across the organisation will continue to meet to review all safeguarding concerns on a quarterly basis to ensure these are logged and acted on consistently and identify any trends or areas for further exploration.

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

Who is involved	Milestones/frequency
Sanctions meeting	Quarterly

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

What we will deliver in 2026–27

- We will publish our 2026–27 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 and public inquiries, 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.
- We will review our corporate file management system and processes to ensure that our records are managed as securely and efficiently as possible.

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 6: We will extend the reach of our inspection findings to drive greater scrutiny and positive change.

What we will deliver in 2026–27

- We will begin to publish reports on inspections and IRPs of prisons and YOIs in HTML format, making them easier to search and more accessible to a wider range of users. At the same time, we will implement changes to make these reports clearer and more concise so that it is easier for our stakeholders to understand and act on our findings.
- 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 external audiences.
- We will continue to forge effective relationships with key stakeholders, including those we inspect, as well as other relevant stakeholders concerned with places of detention.
- We will publish a monthly podcast to promote the findings of our inspections and understanding of some of the key issues in detention. The podcast will be produced in-house by our communications team.
- We will continue to maintain an active presence on all core social media channels, and to grow our presence on Instagram to help us to engage with a wider range of audiences with content appropriate for that platform.

How we will monitor and report on progress

	Who is involved	Milestones/frequency
HTML reports, podcast and Instagram	Corporate Governance Board	Quarterly
	Communications strategic planning meeting	Quarterly
Media coverage	Corporate Governance Board	Quarterly

Objective 7: We will identify and share positive practice to help drive improved outcomes.

What we will deliver in 2026–27

- We will look for examples of notable positive practice on all inspections. All examples will be included in our final inspection reports.
- We will continue to share all notable positive practice on our website and through our social media channels and to promote positive inspection reports as widely as possible.
- We will also seek examples of positive practice during thematic work, sharing examples where relevant in our final thematic reports.
- We will use key social media calendar dates to highlight positive findings and examples of notable positive practice.

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

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

What we will deliver in 2026–27

The Inspectorate’s work is governed by a number of 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 to 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 Equality and Diversity Advisory Group will meet four times a year to review progress against our Equality and Diversity Action Plan and monitor key metrics in this area.
- 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.

How we will monitor and report on progress

	Who is involved	Milestones/frequency
Ongoing assurance of compliance with key governance processes	Corporate Governance Board	Quarterly
	Ministry of Justice Business Assurance Meetings	Twice a year
	Ministry of Justice senior sponsor meetings	Quarterly
	Chief Inspector annual appraisal	Annually

Objective 9: We will demonstrate robust financial management and provide value for money.

What we will deliver in 2026–27

- We will continue to deliver our inspection programme and all other activity within budget.
- We will comply with Ministry of Justice 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 a year
	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 10: We will ensure the Inspectorate has an appropriately skilled and expert workforce.

What we will deliver in 2026–27

- We will agree an updated Learning & Development Action Plan, the implementation of which will be overseen by the Learning & Development Committee, reporting to Delivery Board.
- We will continue to require all staff and fee-paid associates who work on our behalf to complete all mandatory training courses, including those designed to support safe working in a custodial environment. 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.
- We will establish a working group to support the upskilling of staff in the use of artificial intelligence, explore appropriate opportunities for its use, and to manage risks.

How we will monitor and report on progress

	Who is involved	Milestones/frequency
Updated L&D Action Plan	Learning & Development Committee	Quarterly
	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 11: We will ensure our staff are supported in carrying out their roles effectively.

What we will deliver in 2026–27

- 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, will meet quarterly to discuss uptake and any learning.
- 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 Committee	Twice a year
Civil service people survey	Corporate Governance Board	Monthly Twice a year
Line management meetings	All staff	At least monthly

Objective 12: We will protect our staff by taking all reasonable steps to ensure their health and safety at work.

What we will deliver in 2026–27

- 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 & 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 a year

	Who is involved	Milestones/frequency
Reviewing incidents and near misses	Fire, Health & Safety Committee	Twice a year

Objective 13: We will embed our commitment to fair treatment and inclusion across the Inspectorate.

What we will deliver in 2026-27

- We will continue to monitor and discuss key issues relating to fair treatment and inclusion at our quarterly Equality & Diversity Advisory Group meetings.
- We will complete a review our Expectations on fair treatment and inclusion, 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
E&D action plan	Equality & Diversity Advisory 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 14: We will foster good working relationships with clear roles and accountabilities with our inspection partners.

What we will deliver in 2026–27

- 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 memoranda of understanding (MoU) 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 MoU	Corporate Governance Board	Quarterly
Stakeholder feedback from our annual survey	Corporate Governance Board	Annual

Objective 15: We will contribute actively to the work of the Criminal Justice Joint Inspection group and its thematic programme.

What we will deliver in 2026–27

- The Chief Inspector will chair the Criminal Justice Joint Inspection group (CJJI) from April 2026 to March 2027, and we will provide the secretariat for the group.
- We will lead development of the CJJI business plan for 2027–29.
- We will continue to attend regular meetings of the CJJI, including the meeting of Chief Inspectors and the development group.
- We will lead the joint thematic inspection of how well the criminal justice system supports people with drug or alcohol needs.

- We will actively contribute to other joint thematics and spotlight reports, including taking a lead role where appropriate, according to the CJI business plan.

How we will monitor and report on progress

	Who is involved	Milestones/frequency
Chairing CJI meetings, sharing intelligence and agreeing joint working	CJI Chief Inspectors	Quarterly
Development of 2027–29 business plan	CJI members, key stakeholders	Consultation on draft Q3 Plan finalised Q4
Contributing to thematic work	CJI development group	Quarterly

Objective 16: We will play an active role in the UK’s National Preventive Mechanism.

What we will deliver in 2026–27

- 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 17: We will work constructively with our sponsoring department, the Ministry of Justice.

What we will deliver in 2026–27

- We will publish an updated protocol with the Ministry of Justice that more accurately reflects our established ways of working. This will 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 arms-length bodies 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 Ministry of Justice policy, bringing 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 a year

Objective 18: We will seek to understand how stakeholders perceive us and continually improve our ways of working.

What we will deliver in 2026–27

- 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 2027–28, 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 continue to safeguard detainees.

Objective 5: We will continue to build our central insight and expertise on the key issues affecting detainees.

Objective 6: We will extend the reach of our reports to drive greater scrutiny and positive change.

Objective 7: We will identify and share positive practice to help drive improved outcomes.

Objective 8: We will demonstrate effective risk management and decision-making through robust corporate governance processes.

Objective 9: We will demonstrate robust financial management and provide value for money.

Objective 10: We will ensure the Inspectorate has an appropriately skilled and expert workforce.

Objective 11: We will ensure our staff are supported in carrying out their roles effectively.

Objective 12: We will protect our staff by taking all reasonable steps to ensure their health and safety at work.

Objective 13: We will embed our commitment to fair treatment and inclusion across the Inspectorate.

Objective 14: We will foster good working relationships with clear roles and accountabilities with our inspection partners.

Objective 15: We will contribute actively to the work of the Criminal Justice Joint Inspection group and its thematic programme.

Objective 16: We will play an active role in the UK's National Preventive Mechanism.

Objective 17: We will work constructively with our sponsoring department, the Ministry of Justice.

Objective 18: We will seek to understand how stakeholders perceive us and continually improve our ways of working.

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