



HM Inspectorate  
of Probation



# HM Inspectorate of Probation 2030 Strategic Plan

## **Context**

- Probation inspection was first established in 1936.
- Our legal function is to report on the effectiveness of work with adults, children and young people who have offended.
- The Chief Inspector is required by law to inspect and report to the Secretary of State for Justice on the arrangements for the provision of probation services and youth justice teams in England and Wales.

## **A Changing System**

The criminal justice system will continue to change over the next five years, with reforms across probation, prisons, courts and youth justice.

Despite these changes, the core purpose of probation and youth justice remains the same:

- Change lives
- Keep people safe
- Deliver the sentence of the court.

## **Our Direction**

- We have a clear purpose and stable leadership.
- Chief Inspector Martin Jones will remain in post until 2030.
- Under Faith Geary's leadership as Chief Operating Officer, we are reshaping the organisation to deliver our vision and purpose.

# Chief Inspector's Vision

"My vision is simple: everything we do must create real **impact**.

Our inspections should drive meaningful improvement where it matters most, helping services deliver better outcomes for the people and communities they serve.

I want us to be confident our findings support progress across every programme, never hinder or cause harm, and that our work positively shapes the wider public and political conversation about probation, youth justice and the criminal justice system.

To achieve this, we must keep testing ourselves through clear measures of success, always asking: What difference are we making, and how can we strengthen that impact even further?

As Chief Inspector I am interested in ensuring my voice is truthful and impactful. We should constantly be asking ourselves what impact we are having and testing it against the change we want to achieve."

**Vision:** High-quality probation and youth justice services that change people's lives for the better.

**Scrutiny**  
Provide insight and challenge.

Examples: The Dynamic Inspection Programme. Thematics and Joint Thematics. MACD and MALP

**Better Outcomes**

Examples: YJS, Probation and AP Inspections. SFO QA.

**Assurance**  
Establish whether standards are being met.

**Improvement**  
Act on the findings to enhance performance.

Examples: Effective practice and DIPP follow-up. Thematic roundtables. Relationship managers linked to YJS and YJB.

Move from passive assurance to more dynamic scrutiny and improvement. Constantly challenge organisations we inspect to do better and provide a pathway to effective, efficient and high-quality service delivery.

# Vision: High-quality probation and youth justice services that change people's lives for the better

**Purpose:** HM Inspectorate of Probation independently inspects probation and youth justice services in England and Wales. We set standards to assess the quality of services and make recommendations for improvement. Our influence drives change with the aim of improving outcomes for individuals and communities.

Strategic Objectives	How
<b>Inspectorate Impact</b>	We drive improvement by applying evidence-based standards, publishing findings and monitoring progress of recommendations.
<b>Inspectorate Reach</b>	We shape national policy and direction through research, engagement, and sharing effective practice.
<b>Inspectorate Legitimacy</b>	We are seen as a credible expert voice to set standards and support change in the justice sector.

## Values

**Independent:** We provide independent scrutiny and assurance of probation and youth justice services.

**Influential:** We use our position and expertise to shape positive change and help drive better outcomes.

**Integrity:** We value services we inspect, and act fairly, transparently and accountably.

**Collaborative:** We respect and appreciate people we work with, fostering effective relationships, shared purpose and inclusion.

**Innovative:** We challenge the status quo, seek better ways of doing things and adapt to change.

**Respect:** We value inclusivity and treat people with humanity and kindness.

# Inspectorate Impact

## How we will increase our impact by 2030

### Improved Impact of Inspectorate

- Improved outcomes for communities and users following inspection.
- Improved quality within sector.
- Increased capacity for staff and stakeholders.
- Progress on recommendations since previous inspections.
- Stakeholders provide positive testimonials about the inspection process.
- Engagement with effective practice.

### Continuous Improvement in 2026/2027

- Continue to assess services against high quality evidence-based standards for youth and Approved Premises.
- Increase our use of existing GenAI and digital tools to save time in current inspection processes.
- Develop our use of data analysis and management reporting across programmes.
- Review our use of overall one-word ratings across programmes.
- Introduce a new Adult Probation Programme in 2026, applying learning from DIPP, youth and AP programmes.
- Review the frequency and level of PDU inspections in probation, allowing us to focus on regional and national activity where our impact can be greater.
- Thematics aligned to areas of transformational change for services.

### Transformation by 2030

- Fully digital inspectorate processes saving time for staff and stakeholders.
- Tailored/agile inspections based on service need.

# Inspectorate Reach

## How we will grow our reach by 2030

### Improved Reach of Inspectorate

- Research and effective practice is referenced and used in new policies and practice for services we inspect.
- Ministers and the public have trust and confidence in the scrutiny we provide and advice we offer.

### Continuous Improvement in 2026/2027

- Complete the DIPP programme by summer 2026.
- Identify and promote effective practice across all programmes, including the DIPP programme.
- Review how follow-up activity works in DIPP and expand its use.
- Develop our website and digital services to help services access resources.
- Strengthen relationships with external research functions, including international comparators.
- Develop more dynamic approaches for thematic activity and expand the use of topic-based inspection activity.
- Evaluate our role in SFO cases and scope for undertaking Youth Serious Incident Reviews.
- Move to a single annual report for all programmes.
- Continue to engage in public debate on themes from inspections.

### Transformation by 2030

- Open and transparent inspection findings, so stakeholders can analyse data and relevant effective practice for themselves in real time.
- Can demonstrate international standing in inspection practice.

# Inspectorate Legitimacy

## How we will strengthen our legitimacy by 2030

### Legitimacy of Inspectorate

- Everyone understands what we expect and why.
- People feel heard and treated with dignity.
- We make decisions in an open, transparent and easy to follow way.
- We regularly seek and act on feedback from our people and from services.
- We strive to be a diverse and inclusive workforce who represent the community we serve.

### Continuous Improvement in 2026/2027

- Continue to publish fair and transparent inspection reports in a timely, accessible way.
- Accredite competent and confident inspectors.
- Recruit and retain a skilled Inspectorate staff with the right balance of permanent v seconded to meet business need.
- Better alignment and collaboration with other sector scrutiny functions, including internal HMPPS quality teams and the YJB.
- Strengthen programme governance and change management across the Inspectorate.
- Grow strong internal relationships and learning between inspection programmes.
- Drive EDI by strengthening workplace representation, building capability and influencing inspected bodies to embed EDI practice.
- Continue to develop our commitment to lived experience across our programmes.

### Transformation by 2030

- Continuing professional development and a culture of reflective practice across the Inspectorate.
- Ongoing improvement relationships with the services we inspect.
- EDI are fully embedded in who we are, how we work, and the standards we expect from others.