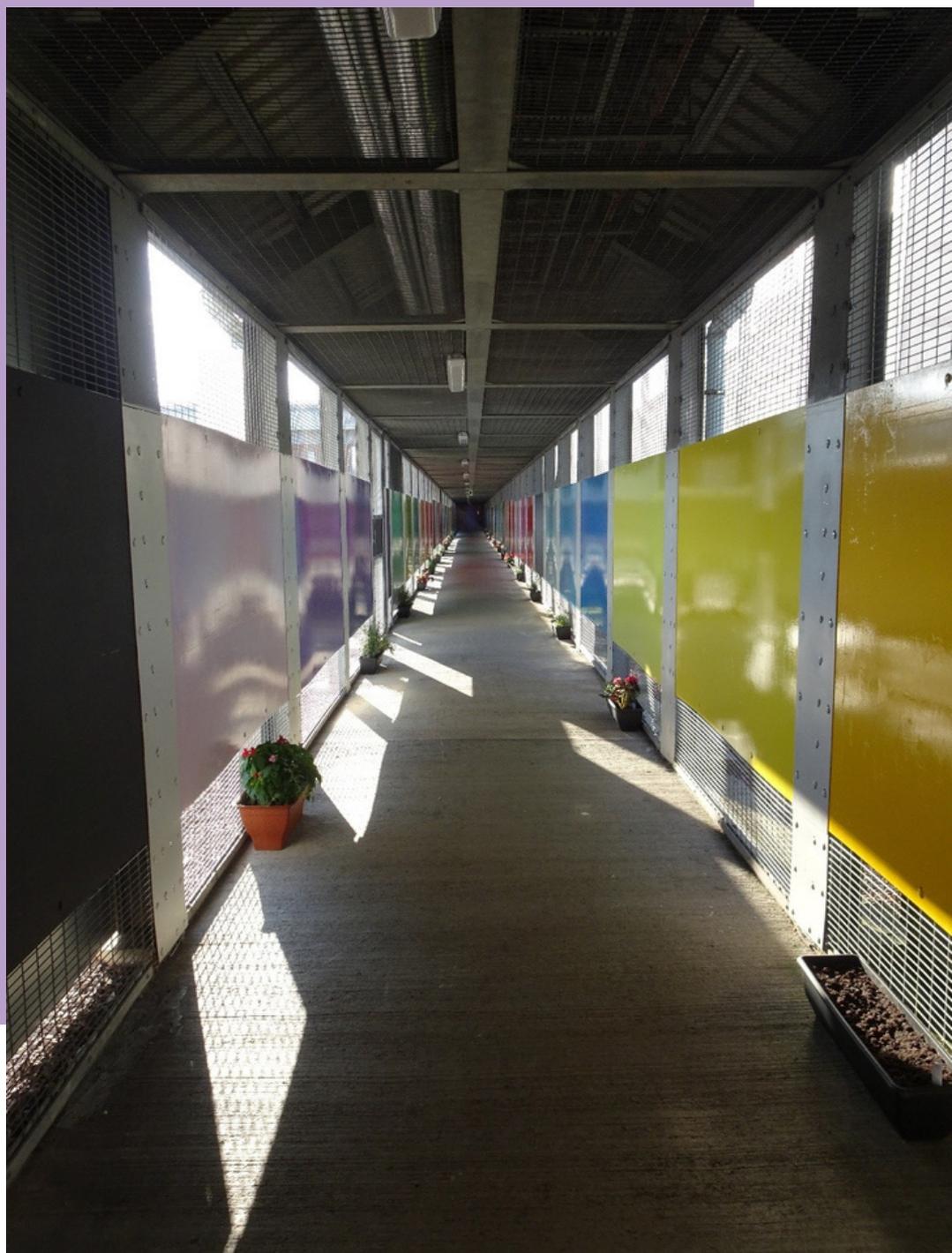


# HM CHIEF INSPECTOR'S STRATEGIC PLAN 2022-25



# CONTENTS

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<b>FOREWORD BY HM CHIEF INSPECTOR OF PRISONS FOR SCOTLAND</b>	<b>02</b>
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## INTRODUCTION

• About us - Who we are and what we do	<b>06</b>
• The UK National Preventative Mechanism (NPM)	<b>06</b>
• Our vision	<b>08</b>
• Our values	<b>09</b>
• Key achievements over the last three years	<b>10</b>
• Our strategic ambition	<b>14</b>
• Our key partners	<b>15</b>

---

<b>KEY PRIORITIES FOR 2022-2025</b>	<b>17</b>
-------------------------------------	-----------

• Key strategic priorities and organisational objectives for 2022-2025	<b>17</b>
• Key business plan objectives for 2022-2023	<b>19</b>

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<b>ANNEXES</b>	<b>20</b>
----------------	-----------

• Annex A - Organisational Structure	<b>20</b>
• Annex B - Map of prison monitoring regions	<b>21</b>
• Annex C - A Human Rights Based Approach - Panel Principles	<b>22</b>

# FOREWORD

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## **Wendy Sinclair-Gieben**

HM Chief Inspector of Prisons for Scotland



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I am delighted to introduce my second Strategic Plan, for 2022-2025.

On taking up post as HM Chief Inspector of Prisons for Scotland (HMCIPS) in July 2018, I undertook to develop a three-year Strategic Plan for the Inspectorate with an accompanying Business Plan. This second Strategic Plan sets out an ambitious programme to build on the Inspectorate's successes and continue to deliver a credible, competent and collaborative Inspectorate that strengthens public confidence and supports continuous improvement.

It also provides the blueprint for the future and I have set out the Strategic Objectives for the period 2022-2025, together with an overview of our Business Plan's key priorities.

To be truly effective, the Inspectorate's strategic planning and implementation will centre around four key activities:

- Full and effective management support to drive forward rigorous effective scrutiny, and promote a culture of continuous improvement.
- Internal and external communication of the Inspectorate's vision and planning commitments.
- Strengthen organisational planning and analysis.
- Maximise employee, volunteer and partner engagement in shaping and delivering the Inspectorate's commitments.

## FOREWORD CONTINUED

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The past two years have been a time of interesting reflection for us. What role does an Inspectorate have in such exceptional times? How does one balance public assurance during a potentially risky period with providing the space for the service inspected to mitigate those risks?

I concluded that the Inspectorate had to redesign its approach, be more flexible, take account of the genuine risks and move swiftly into adapted methodologies to ensure preventive scrutiny continued during the pandemic. Over the two years we inspected all 15 prisons, the 17 operating court custody units and completed thematic reviews.

This recognition of the need to adapt drives the first strategic objective. In strengthening our organisational planning and analysis, the Inspectorate will continue to work collaboratively with its inspection partners Healthcare Improvement Scotland (HIS), Education Scotland, the Care Inspectorate and Children and Young Peoples Commissioner Scotland (CYPCS) to enhance the risk-based approach to inspection already developed. That is now cemented by a new capability to complete pre-inspection surveys before visiting a prison.

This new approach will allow us to benchmark current survey findings against previous survey findings for each establishment inspected, and help us to compare and contrast the performance of different prisons alongside the findings from Independent Prison Monitors (IPMs). In time it will help us develop a rich database of information with which to challenge those we inspect and promote a culture of continuous improvement. As ever we will draw upon the considerable expertise and best practise in scrutiny models of our partners to complement the existing Standards for Inspecting and Monitoring Prisons in Scotland that are founded on the Human Rights Based Approach - PANEL Principles (See Annex C).

We will continue to engage openly and fully with the Scottish Prison Service (SPS) when developing our new survey and risk-based approach to inspection, without compromising on our commitment to independent scrutiny.

As part of that commitment, we will maintain a Business Plan that reviews the Inspectorate's progress, and ensure it operates effectively and efficiently towards our strategic priorities, whilst staying within our allocated budget.

Furthermore, the business plan for 2022-23 outlines our commitment to the requirements of independent preventive monitoring and inspection across all the custodial sectors in which we operate, prisons, court custody units and prisoner transport.

This strategic Plan gives a credible and coherent framework for the continuing development of HM Inspectorate of Prisons for Scotland (HMIPS). Our vision, values, strategic ambition and key priorities remain our searchlight for guiding the next three years of our work and development. I am confident that they are principles and values that build on the achievements of the last three years and resonate strongly with our own staff, the team of volunteer IPMs and our key partners. As ever, I am most grateful to all of them for their dedication and commitment, and look forward to working with them as we take forward these important strategic initiatives.

A handwritten signature in black ink that reads "Wendy Sinclair-Gieben". The signature is written in a cursive, flowing style.

Wendy Sinclair-Gieben  
HM Chief Inspector of Prisons for Scotland

# **DURING THE LAST THREE YEARS HMIPS COMPLETED**

**6 FULL PRISON INSPECTIONS**

**1 RETURN PRISON VISIT**

**15 COVID-19 PRISON LIAISON VISITS**

**2 COVID-19 RETURN PRISON VISITS**

**4 FULL COURT CUSTODY INSPECTIONS**

**7 COURT CUSTODY UNNANNOUNCED VISITS**

**17 COURT CUSTODY COVID-19 LIAISON VISITS**

# INTRODUCTION

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## ABOUT US - WHO WE ARE AND WHAT WE DO

HMIPS was established on 1 January 1981, following the publication in 1979 of a report by the Committee of Inquiry into the United Kingdom Prison Services (The May Committee). This report recommended that there should be a system of inspection of the Prison Service, distanced as far as may be practicable from the Prison Department. Subsequently, the post of Her Majesty's Chief Inspector of Prisons, Scotland (HMCIPS) appointed by royal warrant was approved and the role was placed on a statutory basis by the Prisons (Scotland) Act 1980.

HMCIPS is required to inspect the 15 prisons across Scotland in order to establish the treatment of, and the conditions for prisoners, and to report publicly on its findings. The Public Services Reform (Inspection and Monitoring of Prisons) (Scotland) Order 2015 came into force on 31 August 2015, and from that date HMCIPS assumed overall responsibility for the monitoring of prisons, which is carried out on a day-to-day basis by approximately 100 volunteer IPMs. HMIPS inspect and monitor against a set of published Standards, grounded in human rights principles which were reviewed and relaunched in May 2018.

HMCIPS also has responsibility for the inspection of the treatment of and conditions for the prisoners under escort, and there is a separate set of standards for these inspections.

HMCIPS produces and publishes an Annual Report that is presented to the Scottish Ministers and laid before Parliament.

HMIPS is an independent body. The regular monitoring and inspecting of prisons and other places of detention provides an important safeguard and a reassurance to the public. Such scrutiny needs to be conducted effectively, identifying both areas of good practise and where improvements should be made. The requirement to report these findings publicly contributes to public confidence in the criminal justice system.

The current Chief Inspector Wendy Sinclair-Gieben was appointed in July 2018.

## THE UK NATIONAL PREVENTIVE MECHANISM (NPM)

HMIPS is one of twenty one organisations that comprise the UK National Preventive Mechanism (NPM). All our inspections contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment (OPCAT). HMCIPS is a member of the NPM Steering Group and Chair of the Scottish Sub Group. The Scottish Sub Group work collaboratively on matters of shared concern to protect the rights of people detained across Scotland. The group responded in January 2022 to the Scottish Government consultation on changes to Bail and Release. The NPM publish an Annual Report of their findings.

**OVER THE LAST THREE YEARS  
INDEPENDENT PRISON MONITORS  
CARRIED OUT OVER**

**2878**

**PRISON MONITORING VISITS/CALLS**

**3000**

**REQUESTS FROM PRISONERS**

## OUR VISION

**ALL PEOPLE IN  
PLACES OF  
DETENTION ARE  
TREATED HUMANELY,  
WITH DIGNITY AND  
RESPECT**

## STRATEGIC AMBITION

**TO BE RECOGNISED  
GLOBALLY AS  
LEADING EDGE IN THE  
SCRUTINY OF HOW  
PEOPLE IN  
DETENTION IN  
SCOTLAND ARE  
TREATED**

# OUR VALUES

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**We will demonstrate these values in the way that we work together as an organisation and in all of our interactions with our partner**

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## INDEPENDENCE



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

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## TRANSPARENCY



We will be open and transparent about our inspection and monitoring processes, and ensure our inspection and monitoring reports are accessible when we report publicly on our findings.

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## INTEGRITY



We will demonstrate the highest professional standards of behaviour and build trust with all those we engage with.

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## RESPECT



We will treat all people we engage with, with dignity, courtesy and respect.

# KEY ACHIEVEMENTS OVER THE LAST THREE YEARS

**Independent Review of the Response to Deaths in Prison Custody**

November 2021

Two pillars of trauma-informed practice are choice and control. Our Review showed clearly that families bereaved through a death in prison custody have neither.

[Click here](#)

[Click here](#)

**REPORT ON AN EXPERT REVIEW OF THE PROVISION OF MENTAL HEALTH SERVICES, FOR YOUNG PEOPLE ENTERING AND IN CUSTODY AT HMP YOI POLMONT**

MAY 2019

**“Preventing suicide is a global imperative and requires services and communities to work together to provide support to vulnerable individuals.”**

(The World Health Organization, 2014)

**“The Scottish Government believes that no death by suicide should be regarded as acceptable or inevitable.”**

(Scotland's Suicide Prevention Action Plan: Every Life Matters)

[Click here](#)

**WHO CARES?**

A FOLLOW-UP REVIEW OF THE LIVED EXPERIENCE OF OLDER PRISONERS IN SCOTLAND'S PRISONS 2020

Year of Childhood

[Click here](#)

**Pre-Inspection Survey**

2021

[Click here](#)

**COVID-19 PANDEMIC EMERGENCY**

**PANDEMIC POLICY AND HEALTH & SAFETY GUIDANCE**

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Document Author/ Owner	Chris Collins, Prison Monitoring Co-ordinator (PMC)		

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Document approval		
Name	Job Role	Date approved
Wendy Sinclair-Gieben	HMCIPS	29/07/20

Inspecting and Monitoring – <https://www.prisoninspectorscotland.gov.uk/>

DO NO HARM - STAY SAFE - TAKE PERSONAL RESPONSIBILITY

**STANDARDS FOR INSPECTING COURT CUSTODY VEHICLES IN SCOTLAND**

[Click here](#)



## **KEY ACHIEVEMENTS CONTINUED**

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### **IMPROVEMENTS TO OUR SERVICES**

**We developed a risk algorithm to assist with prioritisation of the prison inspection programme**

**We published an HMIPS Communications Plan, Research Ethical Principles Document and an Accessibility Statement.**

**We contributed to the work of the NPM and Wendy Sinclair-Gieben chairs the Scottish NPM Subgroup.**

**We designed and launched a new HMIPS website**

## **KEY ACHIEVEMENTS CONTINUED**

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### **IMPROVEMENTS TO OUR SERVICES**

**We received the Investing in Volunteers (IiV) reaccreditation in relation to the IPM role. IiV is the UK quality standard for all organisations which involve volunteers in their work**

**We developed a new pre-inspection survey for roll out in 2022**

**We carried out an internal review of prison monitoring**

**We developed and adapted methodology during COVID-19 to inspect all 15 prisons and 17 working courts**

## KEY ACHIEVEMENTS CONTINUED

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### CAMPAIGNS

**We co-ordinated a campaign to speed up the removal of under 18s from prison**

**We ran a successful campaign to reduce body searching for women and young people**

**We ran a successful campaign for the introduction of liberation grants for under 18s in prison**

## OUR KEY PARTNERS

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Our prison inspection teams comprise HMIPS staff and subject experts from other organisations. HMIPS would like to take this opportunity to thank its key partners for their continued support. Our five key partner are:

### HEALTHCARE IMPROVEMENT SCOTLAND (HIS)



HIS takes lead responsibility for inspecting Standard 9 - Health and Wellbeing. One of the biggest and often most challenging elements of prison inspections is the inspection of prisoner healthcare. Standard 9 was developed in conjunction with HIS and a range of their key stakeholders, and the quality indicators under the Standard reflect a human rights approach as well as the Health and Social Care Standards: **My support, my life principles and HIS Quality of Care Approach.**

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### EDUCATION SCOTLAND



Education Scotland participate in all prison inspections and take lead responsibility for inspecting Standard 6 – Purposeful Activity. This Standard focuses on evaluating how well prisons provide employment, training and educational activities for prisoners while they serve their sentences, and is one of the key differentiators in reducing reoffending. Education Scotland also consider whether prisoners spend their time purposefully and constructively in out of cell activities, including physical education and cultural activities.

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### CARE INSPECTORATE



The Care Inspectorate take lead responsibility for Standard 7– Transitions from Custody to Life in the Community. They look at what support is in place in the lead up to people being released, and importantly what support is in place once released, to assist people to reintegrate into the community and become responsible citizens.

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### SCOTTISH HUMAN RIGHTS COMMISSION (SHRC)



SHRC provide support and expert advice to HMIPS inspectors on human rights issues and may attend an inspection on an intelligence-led case, where appropriate. They also assisted in developing the quality indicators for our inspection and monitoring standards, which are based on Panel Principles.

## OUR KEY PARTNERS CONTINUED

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### CHILDREN AND YOUNG PEOPLE'S COMMISSIONER SCOTLAND (CYPCS)

The Children and Young People's Commissioner Scotland promotes and safeguards the human rights of children and young people under 18, or up to 21 if they have care experience. During prison inspections where establishments hold prisoners under the age of 18, the office of the Children and Young People's Commissioner are invited to review the prison against international human rights standards. Their findings are incorporated into the HMIPS final report.



### FAMILIES OUTSIDE

Families Outside is the only national charity that works solely on behalf of families in Scotland affected by imprisonment. To achieve this they offer direct support to families via their Helpline and Regional Family Support Coordinators. They provide training and information to professionals who come into contact with families affected by imprisonment, such as teachers, social workers, health professionals, the police, and prison staff and also promote longer-term change through development of policy and practice.

# KEY PRIORITIES FOR 2022-25

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## KEY STRATEGIC PRIORITIES AND ORGANISATIONAL OBJECTIVES FOR 2022-25

In this Strategic Plan, HMIPS seeks to share its vision for the organisation and its strategic priorities for the next three years.

Our priorities directly support our vision for the organisation. They define the key ways in which we believe we can positively contribute to the Scottish Government National Performance Framework.

HMIPS' five strategic objectives for 2022-2025 are:

### STRATEGIC OBJECTIVE 1: Embed the strategic approach to inspection and monitoring

To deliver this objective our organisational objectives are to:

- Review the risk-based approach to inspection framework with our partners and the SPS
- Develop a methodology for unannounced inspections of prisons
- Produce a formal training package for guest and assistant inspectors
- We will continue to seek an accredited training programme for HMIPS Inspection and Monitoring staff.
- Use the findings from our prison and CCU risk algorithms and monitoring to agree future thematic inspections
- Pilot new approaches to monitoring in region 4 and complete an evaluation process

### STRATEGIC OBJECTIVE 2: Increase external confidence in the objectivity and robustness of the inspection and monitoring process

To deliver this objective our organisational objectives are to:

- Embed a culture of continuous improvement through effective training, induction and constructive feedback and support for inspectors and IPMs
- Ensure that our inspection and monitoring reports are accessible
- Ensure that any inspection follow up action plan is transparent and develop robust monitoring action plans to follow up on the implementation of recommendations between inspections
- Increase awareness of monitoring through improved stakeholder engagement and communication
- Explore the possibility of specialist guest inspectors in key areas such as nutrition and health and safety

## KEY PRIORITIES FOR 2022-25 CONTINUED

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### STRATEGIC OBJECTIVE 3:

**Introduce more effective analysis and accessible recording and reporting of data collected during inspection and monitoring, and use it to inform best practise**

To deliver this objective our organisational objectives are to:

- Develop a strategic performance framework and evaluate the risk assessment framework for inspection and monitoring
- Develop a new prison monitoring recording and reporting system

### STRATEGIC OBJECTIVE 4:

**Improve our knowledge and understanding of best practise internationally in inspecting and monitoring the treatment and conditions for prisoners**

To deliver this objective our organisational objectives are to:

- Explore alternative inspection models through improved engagement and communication with other scrutiny bodies
- Work collaboratively with NPM partners to report on shared concerns and define best practice in the UK
- Using best practice from the UK NPM, develop a training package that highlights the impact of closed cultures on human rights for inspectors and monitors.

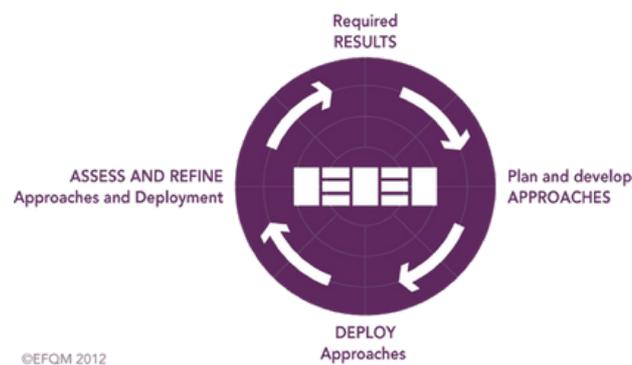
### STRATEGIC OBJECTIVE 5: COVID-19 Recovery

To deliver this objective our organisational objectives are to:

- Review and capture best practice from our COVID-19 approach to inspection and monitoring
- Rebuild resilience and improve diversity in our IPM teams through a further recruitment exercise to replace those that stood down during the pandemic

# KEY BUSINESS PLAN OBJECTIVES FOR 2022-23

## RADAR



The RADAR logic is a dynamic assessment framework and powerful management tool that provides a structured approach to questioning the performance of an organisation.

## OUR KEY PRIORITIES ARE:

### MONITORING

- Pilot new approaches to monitoring in Region 4 and arrange a robust evaluation process
- Develop a monitoring process for the new women's estate
- Rebuild resilience and improve diversity in IPM Teams through recruitment
- Continue to progress the replacement of the existing prison monitoring, recording and reporting framework and improve accessibility, consistency and standards in reporting
- Improve the quality and effectiveness of monitoring through enhancing IPM skills, recognising and rewarding good performance and providing constructive feedback and additional support where required

### INSPECTION

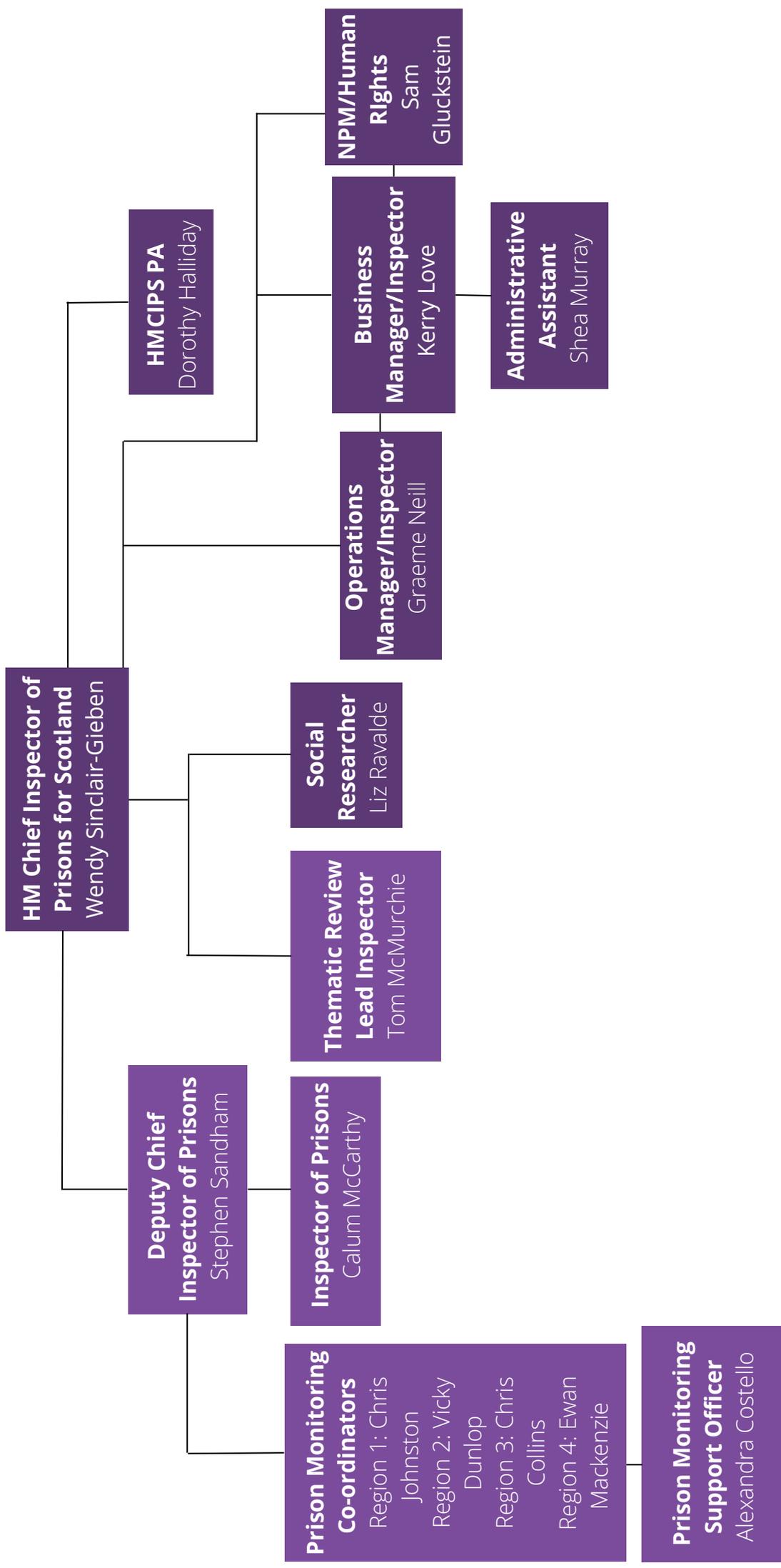
- Complete our programme of inspection and thematic work
- Pilot and review the use of pre-inspection inspection surveys
- Design, pilot a review a formal training package for guest and assistant inspectors
- Recruit and pilot the use of associate inspectors
- Visit Southern and Northern Ireland to explore their inspection model
- Consider how best to provide prisoners with feedback on our inspection reports
- Embed the new CCU reporting style
- Complete with academic partners research on the impact of inspection

### BUSINESS SUPPORT

- Trial and review designing our publication in-house
- Review the strategic performance framework and risk assessment framework for inspection and monitoring
- Support the introduction of a new recording system for monitoring

# ANNEX A

## ORGANISATIONAL STRUCTURE



# ANNEX B

## MAP OF PRISON MONITORING REGIONS

### KEY:

**REGION 1**

- 1. Castle Huntly
- 2. Grampian
- 3. Glenochil
- 4. Inverness
- 5. Perth

**REGION 2**

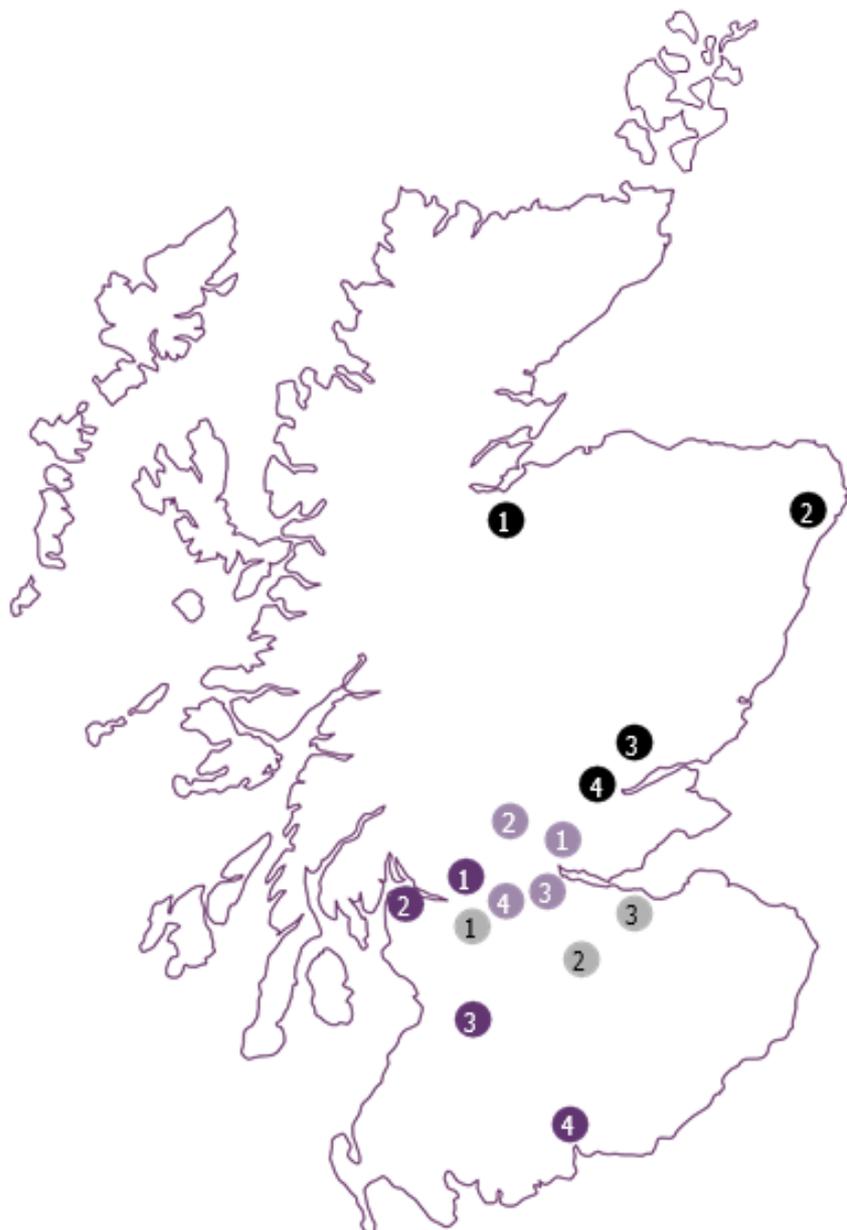
- 1. Barlinnie
- 2. Cornton Vale
- 3. Shotts

**REGION 3**

- 1. Dumfries
- 2. Greenock
- 3. Low Moss
- 4. Kilmarnock

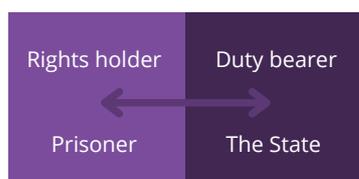
**REGION 4**

- 1. Addiewell
- 2. Edinburgh
- 3. Polmont



## ANNEX C

### A HUMAN RIGHTS BASED APPROACH



Our Standards for Inspecting and Monitoring Prisons in Scotland and their associated Quality Indicators have at their heart the upholding of the human rights of those detained in prison. The Standards articulate what is expected of a well-run prison, and contain very clear statements identifying what is important and what will be monitored and inspected.

We have adopted an approach underpinned by the PANEL principles.

What is PANEL?

The central components to a human rights -based approach have been distilled into five principles: Participation, Accountability, Non-discrimination and equality, Empowerment and Legality.

The PANEL principles provide a framework by which it is possible to analyse and assess the human rights impact of decision making as well as providing guidance for the state, in terms of how to make decisions and implement processes. By using accessible language, PANEL translates the wide variety of human rights law minimum standards so that they can be better understood and applied.

#### **PARTICIPATION**

Prisoners should be meaningfully involved in decisions that affect their lives.

#### **ACCOUNTABILITY**

There should be monitoring of how prisoners' rights are being affected as well as remedies when things go wrong.

#### **NON-DISCRIMINATION AND EQUALITY**

All forms of discrimination must be prohibited, prevented and eliminated. The needs of prisoners who face the biggest barriers to realising their rights should be prioritised

#### **EMPOWERMENT**

Everyone should understand their rights, and be fully supported to take part in developing policy and practises which affect their lives.

#### **LEGALITY**

Approaches should be grounded in the legal rights that are set out in domestic and international laws.

If you wish to discuss or comment on this plan our contact details are:

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HM Inspectorate of Prisons for Scotland is a member of the UK's National Preventive Mechanism, a group of organisations which independently monitor all places of detention to meet the requirements of international human rights law.

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