



Report on an independent review of progress at

## **HMP Ranby**

by HM Chief Inspector of Prisons

3–5 January 2023



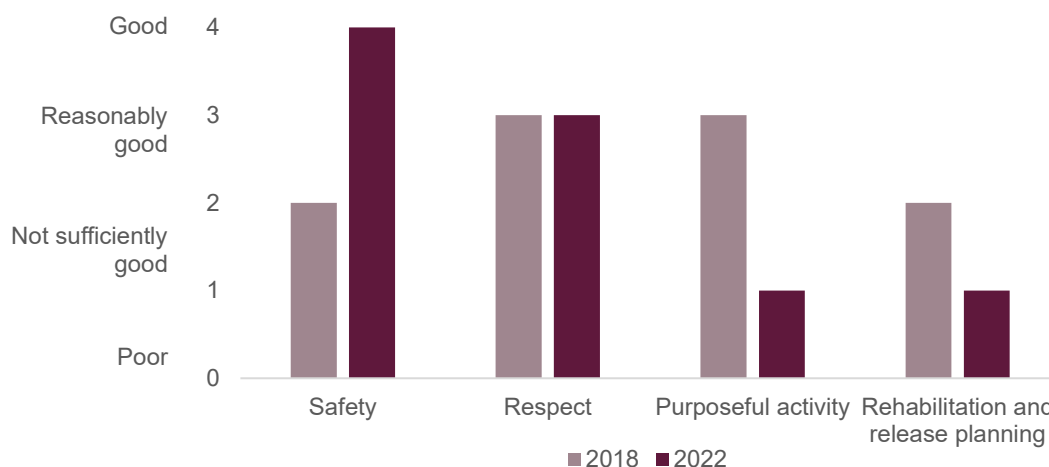
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## Section 1 Chief Inspector's summary

- 1.1 HMP Ranby is a category C adult male training and resettlement prison in rural Nottinghamshire. Holding around 1,000 men, the prison is spread over a large campus comprising accommodation units and a number of workshops. At the time of this visit, the majority of men held were serving between two and 10 years, and most had been at the prison for less than 12 months.
- 1.2 At our previous inspections of HMP Ranby in 2018 and 2022, we made the following judgements about outcomes for prisoners.

**Figure 1: HMP Ranby healthy prison outcomes in 2018 and 2022**



- 1.3 Our last full inspection, in April 2022, found a much safer prison than at our inspections in 2016 and 2018. The flow of drugs that had been a chief cause of violence had been stemmed with better perimeter security and use of technology. Leaders (see Glossary) had taken advantage of the COVID-19 lockdowns to reset the prison, focusing on breaking the cycle of violence, and we saw improvements across all elements of our safety test, for which the prison was awarded our highest grade of 'good'. Conditions in the prison were also gradually improving. Some of the more dilapidated wings had been refurbished and checks were in place to make sure that cells were clean.
- 1.4 However, while inspectors were sympathetic to the idea of a gradual return to full activity, leaders had been far too cautious in their approach. We found the very well-resourced workshops almost empty, only a handful of prisoners attended classes, and the orderlies were usually the only ones in the library. More than half of prisoners were unemployed and many were stuck in their cells or on their spurs with little or nothing to occupy their time. Many prisoners spent a shocking 23 hours a day locked in their cells. Furthermore, not enough was being done to provide adequate services for the many prisoners transferred to the establishment for resettlement as they reached the

end of their sentences. The offender management unit (OMU) was woefully under-resourced for the population, leading one frustrated prisoner to quip: 'OM-who?'

- 1.5 At the time of the previous inspection, Ranby was not operating as a category C training prison. I said that leaders urgently needed to get prisoners into the workshops and classrooms, which should be a thriving part of this prison. I also challenged the prison to break out of its COVID-19 inertia and provide meaningful, well-planned and structured activities. It was telling that the most impressive work being done by prisoners was cooking and serving in the staff canteen. The challenge for leaders was to make the rest of the prison as productive.
- 1.6 During this review visit, it was very disappointing to find no meaningful progress in the provision of regular education, skills and work for the prison to fulfil its training function effectively. Although the number of unemployed prisoners had reduced, there was still insufficient purposeful activity for the population. Most of those in employment were engaged in part-time work or often low-level jobs on the wing. We again found prisoners idle in workshops where there was insufficient work to occupy them. The amount of time out of cell (see Glossary) had improved for many, but the prison still only unlocked prisoners in separate cohorts. This limited the amount of time out of cell, which was also particularly poor at weekends. As at the time of the previous inspection, the prison told us of plans to introduce more wing-based activity, but this was still not in place.
- 1.7 There was, however, some cause for optimism. Ofsted found reasonable progress in both the plans to improve the curriculum and pre-release preparation, which included a promising new employment hub. We also found good progress in arrangements for public protection and the leadership and management of reducing reoffending work, which was informed by an impressive needs analysis. Despite insufficient progress in relation to sentence planning and contact between prisoners and their offender manager, it was encouraging to find reasonable progress in resettlement planning. There was also good progress in access to health services, although delivery of psychosocial interventions to support substance use treatment and recovery remained insufficient.
- 1.8 Ranby is a competent, better organised and much safer institution than we have inspected in the past. It was, therefore, disappointing to find progress in the reinstatement of purposeful activity in the nine months since the previous inspection to have been too slow, especially as the prison was not experiencing the same shortage of officers that we see elsewhere. So, I repeat my conclusions following the previous inspection, that just keeping prisoners safe is not good enough. The prison needs to operate in the public interest and fulfil its essential function in giving prisoners the skills, knowledge, confidence and work ethic to support their return to the community. The challenge now for leaders is to show greater ambition, break out of the COVID-19 inertia and build on the prison's safe and strong foundations to deliver the

training function for which the establishment is both designed and resourced.

**Charlie Taylor**

HM Chief Inspector of Prisons

January 2023

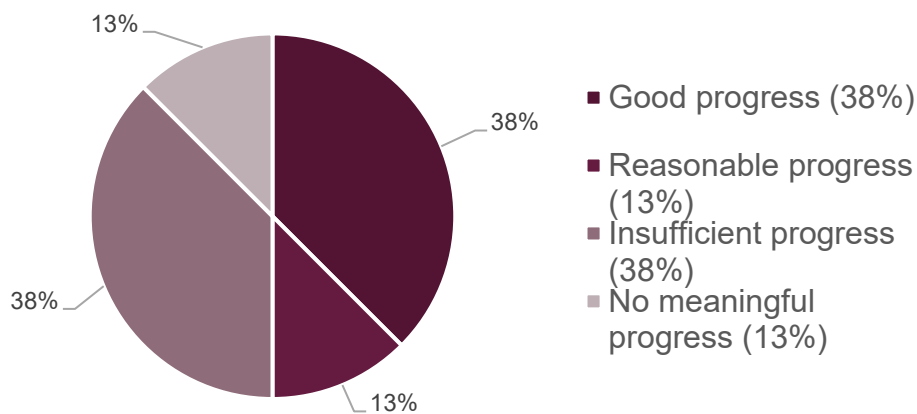
## Section 2 Key findings

2.1 At this IRP visit, we followed up eight recommendations from our most recent inspection in April 2022 and Ofsted followed up four themes based on their latest inspection or progress monitoring visit to the prison, whichever was most recent.

2.2 HMI Prisons judged that there was good progress in three recommendations, reasonable progress in one recommendation, insufficient progress in three recommendations and no meaningful progress in one recommendation.

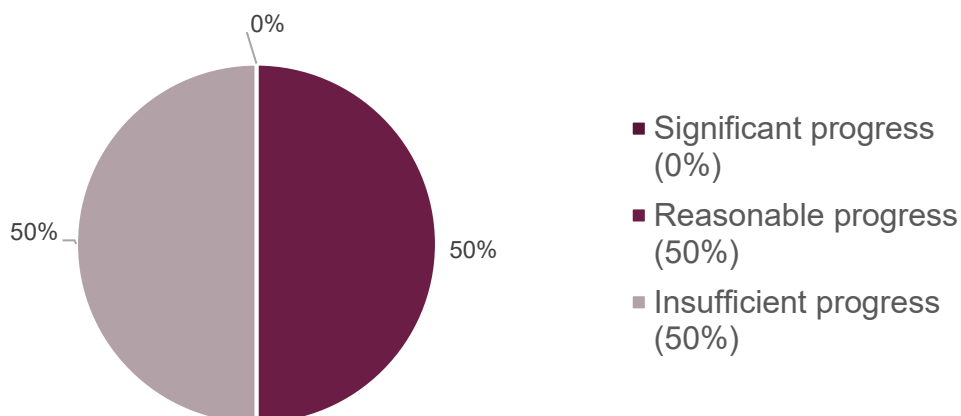
**Figure 2: Progress on HMI Prisons recommendations from April 2022 inspection (n=8)**

This pie chart excludes any recommendations that were followed up as part of a theme within Ofsted's concurrent prison monitoring visit.



2.3 Ofsted judged that there was significant progress in none of the themes, reasonable progress in two themes and insufficient progress in two themes.

**Figure 3: Progress on Ofsted themes from April 2022 inspection progress monitoring visit (n=4).**



## **Notable positive practice**

- 2.4 We define notable positive practice as innovative work or practice that leads to particularly good outcomes from which other establishments may be able to learn. Inspectors look for evidence of good outcomes for prisoners; original, creative or particularly effective approaches to problem-solving or achieving the desired goal; and how other establishments could learn from or replicate the practice.
- 2.5 Inspectors found no examples of notable positive practice during this independent review of progress.



## Section 3 Progress against the key concerns and recommendations and Ofsted themes

The following provides a brief description of our findings in relation to each recommendation followed up from the full inspection in 2022. The reference numbers at the end of each recommendation refer to the paragraph location in the full inspection report.

### Health, well-being and social care

**Concern:** Non-attendance rates were high for some clinics, including the optician and sexual health services, and there were long waits to see the podiatrist. This was due, in part, to a lack of officers to escort prisoners to their appointments, and to prisoners not being informed about these. Appointments were rescheduled but this extended waiting times for patients and wasted clinical time.

**Recommendation: Prisoners should have prompt access to health services, facilitated by sufficient staff to escort them to their health care appointments, to improve attendance, reduce waiting time and optimise use of clinical time. (1.41)**

- 3.1 Health care resources were now being used more effectively and there had been a decrease in the number of patients not attending appointments.
- 3.2 Prison leaders (see Glossary) and health care managers worked closely together to make sure that patients could get to their appointments. Health care staff produced a daily report which was discussed at the prison's operational briefing, so that any issues with attendance could be forecast and resolved.
- 3.3 Morning and afternoon movement of prisoners to activities was now taking place, resulting in patients being able to attend health care appointments without having to rely on an officer to escort them.
- 3.4 In-cell technology allowed prisoners to make health care applications digitally, and these were clinically triaged appropriately by senior clinicians. Patients could also cancel appointments, if these were no longer needed. This process was now well embedded. Prisoners we spoke to were satisfied with arrangements for health care appointments.
- 3.5 As a result of these improvements, the long delays in delivering some services that we saw at the previous inspection had reduced and waiting times were now acceptable.
- 3.6 We considered that the prison had made good progress against this recommendation.



**Concern:** Prescribing for opiate addiction was not in line with expected practice as the prescriber did not attend the prison or consult prisoners directly, and methadone was the only opiate substitution therapy available. The psychosocial interventions remained limited.

**Recommendation: The integrated substance misuse service should provide treatment and interventions that are in line with national guidelines. Regular face-to-face reviews with the opiate substitution treatment prescriber, and a range of psychosocial interventions to support treatment and recovery, should be provided. (1.42)**

- 3.7 A specialist non-medical prescriber was now employed and conducted all patient reviews and consultations face to face. The electronic notes we sampled confirmed this, and we were satisfied that all relevant reviews of treatment were taking place in line with expected standards.
- 3.8 In addition to methadone, buprenorphine was now able to be prescribed as an opiate substitution therapy.
- 3.9 However, psychosocial support remained too limited. While individual support was being delivered, valuable recovery-based groups had still not restarted. This was because of psychosocial staff regularly being redeployed by the provider to undertake medicines administration. We were told that this was a daily occurrence.
- 3.10 Despite house block 4 being designated as an incentivised substance-free living environment, psychosocial staff were not delivering any interventions on the wing because of staffing pressures.
- 3.11 We considered that the prison and partnership board had made insufficient progress against this recommendation.

## Purposeful activity/time out of cell

**Concern:** There was insufficient activity or time unlocked for too much of the population. Access to work was still very limited and the prison had been slow to implement a new regime, despite being at stage 1 of the HMPPS recovery plan. There was too little time in the open air for many. Access to the gym was also too restricted and attendance at the library was poor.

**Recommendation: Leaders should urgently prioritise increasing time unlocked and the provision of regular education, skills and work activities to fulfil the role of a training prison. (1.43)**

- 3.12 Although the percentage of unemployed prisoners had reduced to around 20%, compared with over 50% at the previous inspection, this was still too high and there was insufficient purposeful activity for the population. Furthermore, most of those in employment were engaged in part-time work or often low-level jobs on the wing. We found

prisoners idle in some workshops, where machinery was broken and there was insufficient work to occupy them. The promising new multi-skills workshop had been too slow to get started. We were told of delays by the prison in the etching of tools needed for security purposes.

- 3.13 The amount of time out of cell (see Glossary) had improved for many prisoners since the previous inspection. Those in work were unlocked for around five or six hours on weekdays. However, unemployed prisoners were unlocked for only around two hours a day and for meal collection, and those on the induction wing for as little as one hour a day.
- 3.14 In our roll checks, we found only a third of prisoners involved in work or educational activities off the wing (see also Ofsted theme 2). A similar proportion of prisoners were unlocked on the wing but not engaged in much purposeful activity. Prisoners told us that they were bored as there was little for them to do. As at the time of the inspection, the prison told us of plans to introduce more wing-based activity, but this was still not in place (see also Ofsted theme 4).
- 3.15 The prison still only unlocked prisoners in separate cohorts, thereby further limiting the amount of time out of cell. The situation at weekends was similarly very poor. Most prisoners were unlocked for only two hours, and for meal collection, on Saturdays and Sundays.
- 3.16 Access to the open air had improved, with up to an hour available outdoors each day. However, those engaged in full-time work or education complained that they did not have a regular period of outdoor exercise. Although the prison did not have the shortage of officers that we had recently seen elsewhere, evening association had not yet been reinstated, although we were told that this was planned for late February 2023.
- 3.17 Attendance at the library was still too low. The officers needed to escort prisoners from the wing were often unavailable.
- 3.18 An ongoing shortfall in PE instructors continued to restrict use of the gym and sports field. There was no access to the gym in the evenings and gym attendance was an interruption for those engaged in a full-time activity.
- 3.19 Progress in the nine months since the previous inspection had been too slow and the prison was still fundamentally failing to fulfil its role as a training prison.
- 3.20 We considered that the prison had made no meaningful progress against this recommendation.



A prisoner sits idle in a workshop

## Education, skills and work



This part of the report is written by Ofsted inspectors. Ofsted's thematic approach reflects the monitoring visit methodology used for further education and skills providers. The themes set out the main areas for improvement in the prison's previous inspection report or progress monitoring visit letter.

**Theme 1:** Leaders and managers should swiftly implement an ambitious curriculum that addresses the development needs of all the prison population, provides comprehensive support to remove barriers to learning for prisoners with LDD, and recognises and promotes all prisoners' achievements in workshops and work, with rigorous quality assurance and improvement procedures.

- 3.21 Since the previous inspection, leaders and managers had undertaken a comprehensive needs analysis. This had resulted in changes to the curriculum, better to meet prisoners' needs. For example, managers had doubled the number of English and mathematics classes and introduced outreach support for prisoners working in industries. This had resulted in a substantial increase in prisoners' qualification achievements in these subjects.

- 3.22 In response to recognised skills shortages in construction, leaders had introduced training in plumbing, joinery and multi-skills. Prisoners studied for the Construction Skills Certification Scheme card and the Street Works Operative card. Additionally, peer mentoring courses had restarted after the lifting of the COVID-19 restrictions.
- 3.23 Leaders and managers had greatly increased the support available for prisoners with learning difficulties and/or disabilities (LDD). They had trebled the number of trained staff to work with these prisoners. This enabled many, including those working in industries, to make good progress.
- 3.24 Leaders and managers had implemented effective quality assurance procedures in education. However, quality assurance procedures within industries were less effective. For example, managers recognised that the recording of progress in industries was not adequate, yet there was no improvement plan.
- 3.25 Leaders and managers had been slow to introduce qualifications into industrial workshops. Three workshops had no planned qualifications, while four had plans well under way. Qualifications were available in three workshops.
- 3.26 Leaders and managers had not made enough provision for prisoners with very low levels of reading skills. The reading strategy depended on trained Shannon Trust (which provides peer-mentored reading plan resources and training to prisons) volunteers being active outside scheduled lessons in order to support these prisoners. At the time of the visit, too few prisoners were receiving support.
- 3.27 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 2:** Leaders and managers should make sure that activity allocation supports all prisoners' rehabilitation and resettlement needs and includes effective checks on allocation decisions. All prisoners should be allocated, and attend, purposeful activity that fully occupies them throughout the working week.

- 3.28 Leaders and managers made sure that prisoners' rehabilitation and resettlement needs were fully considered during allocations to activities. A well-considered sequencing board, which included representatives from education; industries; information, advice and guidance (IAG); offender management and health care, met weekly. Before allocations were made, the board carefully scrutinised reports from the IAG team which summarised resettlement options and assessments of the prisoner's English and mathematics skills, and then recommended the most appropriate activity.
- 3.29 Leaders and managers made sure that most of the places in industries and education were filled. At the time of the previous inspection, over half the available activity places were vacant, but there were only a few

vacancies at the time of this visit. Although managers had made sure that attendance in education classes and other work activities had improved to an appropriate level, in industries it remained too low. Overall, punctuality to activities was good.

- 3.30 Most prisoners were not fully occupied. Most education and skills activities were part time, with little opportunity for prisoners to participate in other purposeful activity. Although an extensive enrichment programme was planned to take place in the accommodation units, it had not yet started. As a result, many prisoners were bored and felt frustrated.
- 3.31 Over a third of prisoners were allocated to full-time work, mainly in support and related work, such as cleaning the wings or working on the food serveries. Most of these prisoners did not find the work sufficiently demanding and therefore spent too much time idle. In addition, in too many cases there were insufficient work materials, such as brushes or cleaning chemicals, to enable prisoners to fulfil their tasks properly.
- 3.32 Additionally, around a fifth of all prisoners were unemployed and were not involved in any meaningful education, skills and work activity.
- 3.33 Ofsted considered that the prison had made insufficient progress against this theme.

**Theme 3:** Leaders and managers should provide all prisoners with effective pre-release preparation, including ready access to careers information, advice and guidance, and the use of the virtual campus, so that prisoners can research career options and apply for employment, education or employment before their release.

- 3.34 Pre-release arrangements had much improved since the previous inspection. The IAG team and staff from the Department for Work and Pensions were now located in a newly established employment hub. This allowed good teamwork between partner agencies. This meant that pre-release arrangements were coordinated effectively and delivered in an efficient manner that supported prisoners well.
- 3.35 Leaders and managers had helped to secure significant job outcomes for prisoners. Leaders had developed productive links with a national construction employer and a supermarket chain. These links had contributed to a job outcomes rate in the last six months very close to prison leaders' ambitious target. However, leaders acknowledged that the links with employers needed to be strengthened to improve job outcomes further.
- 3.36 Careers IAG was now effective. The learning provider's IAG team had been greatly strengthened. All new arrivals to the prison received an individual learning plan during their induction. IAG staff swiftly followed up any prisoners who failed to attend induction.



- 3.37 Prisoners due for release within 12 weeks received a comprehensive IAG interview and a detailed action plan to support their release. This included good-quality advice and support in CV writing and preparing for interviews, as well as sessions on workplace behaviour, teamwork and goal setting. The virtual campus (see Glossary), previously only accessible within the education department, was now available for prisoners in the library and in the employment hub.
- 3.38 Staff shortages and disruptions to normal activity during the pandemic meant that there remained too many prisoners who had not yet received an in-depth interview with a member of the IAG team. IAG staff had tackled this backlog well and substantially reduced the number of prisoners in this category.
- 3.39 Ofsted considered that the prison had made reasonable progress against this theme.



**New employment hub**

**Theme 4:** Structured on-wing activity should provide purposeful and enriching extracurricular activities as intended.

- 3.40 At the previous inspection, prison leaders had recently introduced a programme of structured on-wing activity that was designed to engage and develop prisoners' wider interests. However, only a very limited range of activities was offered, and these were neither well planned nor linked to prisoners' rehabilitation.
- 3.41 Prison leaders had quickly carried out a review of structured on-wing activity and suspended it to design a more appropriate programme.

Before this visit, managers had produced a detailed and well-considered plan for implementing a wide range of personal development and enrichment activities, mainly to be carried out on the wings, led by prisoner mentors. The proposed activities included gardening, mental well-being sessions, music, cooking, meditation and yoga. These activities were based on prisoner feedback and were designed well to support rehabilitation and resilience.

- 3.42 Although prison leaders had a clear vision, supported by detailed plans to implement these activities shortly after our visit, none of the planned curriculum was currently being delivered. Prison leaders had bought a wide range of resources to support the programme, but these were either in storage or had not yet been delivered to the establishment.
- 3.43 Ofsted considered that the prison had made insufficient progress against this theme.

## Reducing risk, rehabilitation and progression

**Concern:** The functioning of the prison was hampered by its population (65% in the 'resettlement window' before release and 35% with a longer period still to serve, needing a training prison) being contrary to that for which it was designed and resourced (65% training and 35% resettlement). These challenges were compounded by the impact of the reunification of probation services.

**Recommendation: Population flow to the prison should reflect its design and resourcing. (1.48)**

- 3.44 The establishment continued to face pressures in managing an offender flow that was out of step with its designated function.
- 3.45 However, despite substantial population pressure across the wider prison estate, there had been a slight shift (10%) in the flow of prisoners towards Ranby's primary function as a 65% training prison. The prison now held approximately 45% of prisoners with a longer period to serve (over 16 months), and 55% were in their 'resettlement window' (under 16 months).
- 3.46 The offender management unit (OMU) had implemented additional measures to review new prisoners in advance of their arrival, in attempts to create a more appropriate flow.
- 3.47 We considered that the prison had made insufficient progress against this recommendation.



**Concern:** Multidisciplinary meetings to oversee and drive forward reducing reoffending work had not taken place for at least a year. There was no strategy setting out the work and no dynamic action planning to identify and measure outcomes across the resettlement pathways.

**Recommendation: A comprehensive reducing reoffending strategy, supported by a detailed action plan that is monitored and updated regularly, should be developed to improve outcomes for prisoners. (1.49)**

- 3.48 Action had been taken swiftly and thoroughly to address the deficits we found at the previous inspection, and the leadership and management of reducing reoffending work had improved.
- 3.49 A comprehensive needs analysis had been undertaken using information from a variety of sources, including a useful prisoner survey capturing the voice of about 78% of the population, which was impressive. This analysis informed a meaningful, tailored strategy and action plan which clearly set out the prison's vision, challenges and priorities to address the training and resettlement needs of the population.
- 3.50 Monthly multidisciplinary meetings had restarted. Good prison-wide attendance made sure that attention and action planning were balanced across all the pathways key to reducing reoffending. Leaders were also mindful of the needs of those for whom the prison was not fully resourced. Early signs of progress in improving outcomes for prisoners were encouraging.
- 3.51 We considered that the prison had made good progress against this recommendation.

**Concern:** Prisoners continued to express considerable frustration about their inability to see and communicate with their offender manager. Contact was often infrequent and lacked sufficient focus and support to drive prisoners' progression. The quality and timeliness of offender assessment system (OASys) reviews to inform sentence planning were inconsistent.

**Recommendation: All eligible prisoners should have a relevant, up-to-date sentence plan, and regular and meaningful contact with an appropriately trained offender manager, focused on promoting and enabling their progression. (1.50)**

- 3.52 The frequency and quality of contact between prisoners and their offender manager remained mixed. In our case sample, we found some excellent examples of meaningful and progressive sessions. However, there were also examples of minimal contact which was not informative and failed to reassure the prisoner that their issues would be addressed. This lack of regular and meaningful contact with an

offender manager continued to be a source of frustration for some prisoners we spoke to.

- 3.53 Prisoners were continuing to arrive at the establishment without an OASys assessment, placing a burden on a still overstretched OMU. Caseloads remained high and there were still some prison offender manager staffing shortfalls.
- 3.54 Most prisoners from our sample had an up-to-date OASys assessment. However, not all had been completed in a timely manner and their quality remained varied. By contrast, there were also assessments that were well considered and analytical.
- 3.55 We considered that the prison had made insufficient progress against this recommendation.

**Concern:** The risk management meeting did not provide enough timely or collaborative oversight to make sure that risk and release planning arrangements for all prisoners assessed as presenting a high/very high risk of harm were managed appropriately. The sharing of information and handover of responsibility for prisoners' risk management were not always robust or timely, and risk management plans were of variable quality.

**Recommendation: Public protection assurance arrangements should make sure that all prisoners approaching release who present a high or very high risk of harm to others are managed appropriately and have a comprehensive plan in place in sufficient time to address any gaps in risk management and resettlement needs. (1.51)**

- 3.56 Public protection arrangements had improved, and a dedicated team had been established.
- 3.57 About half of the population were eligible for multi-agency public protection arrangements (MAPPA) and just under half were assessed as presenting a high or very high risk of harm to others. Managers in the OMU had implemented a far more robust approach to the collaborative and timely oversight of these prisoners as they approached release.
- 3.58 Since October 2022, risk management meetings had taken place weekly, with good attendance and thorough contributions. Prisoners were now considered, at a minimum, about seven months before their release, and sooner for those with less time to serve. The senior probation officer reviewed prisoners again shortly before their release, to make sure that actions had been completed and plans were in place.
- 3.59 Good tracking and escalation processes had been introduced in efforts to improve the timeliness of information sharing and the handover of responsibility of cases between the prison and community offender managers (COMs). The quality of risk management plans remained varied, but were now mostly sufficient.

- 3.60 The prison's written contributions to MAPPA meetings were completed to a good standard, with appropriate analysis and consideration given to risks posed both in prison and the community.
- 3.61 We considered that the prison had made good progress against this recommendation.

**Concern:** Resettlement planning arrangements were fragmented, creating gaps and confusion in what support could be offered, by whom and when. This was having a negative impact on too many outcomes for prisoners.

**Recommendation: Resettlement planning for all prisoners, irrespective of their release area or risk-of-harm status, should be timely, coordinated and comprehensive, to make sure that any outstanding needs are addressed. (1.52)**

- 3.62 Resettlement arrangements were no longer as fragmented and were now embedded and less confusing. While some gaps remained, such as delays in the completion of resettlement plans, there was less confusion about the type of support that could be offered, by whom and when.
- 3.63 The prison was still receiving more prisoners due for release than the number for which it was designed and resourced. Around 95 prisoners were released each month so demand for support was high.
- 3.64 Furthermore, the prison continued to receive many prisoners who had less than three months left to serve, which added to the challenges of timely and effective release planning. For example, during November 2022, 17% of the population had less than three months left to serve.
- 3.65 The pre-release team continued to work with low- and medium-risk prisoners to address some of their needs. Despite some inconsistencies in the timeliness of the plans being completed, overall, they were of better quality than we found at the previous inspection.
- 3.66 Prisoners assessed as presenting a high or very high risk of harm and due for release continued to be supported by their COM to identify and address their resettlement needs. Responses and actions by COMs were still not always timely.
- 3.67 The prison had employed a member of staff to support all prisoners with their resettlement needs, irrespective of their release area or risk of harm level, which was a good resource.
- 3.68 We considered that the prison had made reasonable progress against this recommendation.

## Section 4 Summary of judgements

A list of the HMI Prisons recommendations and Ofsted themes followed up at this visit and the judgements made.

### HMI Prisons recommendations

Prisoners should have prompt access to health services, facilitated by sufficient staff to escort them to their health care appointments, to improve attendance, reduce waiting time and optimise use of clinical time.

#### **Good progress**

The integrated substance misuse service should provide treatment and interventions that are in line with national guidelines. Regular face-to-face reviews with the opiate substitution treatment prescriber, and a range of psychosocial interventions to support treatment and recovery, should be provided.

#### **Insufficient progress**

Leaders should urgently prioritise increasing time unlocked and the provision of regular education, skills and work activities to fulfil the role of a training prison.

#### **No meaningful progress**

Population flow to the prison should reflect its design and resourcing.

#### **Insufficient progress**

A comprehensive reducing reoffending strategy, supported by a detailed action plan that is monitored and updated regularly, should be developed to improve outcomes for prisoners.

#### **Good progress**

All eligible prisoners should have a relevant, up-to-date sentence plan, and regular and meaningful contact with an appropriately trained offender manager, focused on promoting and enabling their progression.

#### **Insufficient progress**

Public protection assurance arrangements should make sure that all prisoners approaching release who present a high or very high risk of harm to others are managed appropriately and have a comprehensive plan in place in sufficient time to address any gaps in risk management and resettlement needs.

#### **Good progress**

Resettlement planning for all prisoners, irrespective of their release area or risk-of-harm status, should be timely, coordinated and comprehensive, to make sure that any outstanding needs are addressed.

#### **Reasonable progress**

## **Ofsted themes**

Leaders and managers should swiftly implement an ambitious curriculum that addresses the development needs of all the prison population, provides comprehensive support to remove barriers to learning for prisoners with LDD, and recognises and promotes all prisoners' achievements in workshops and work, with rigorous quality assurance and improvement procedures.

### **Reasonable progress**

Leaders and managers should make sure that activity allocation supports all prisoners' rehabilitation and resettlement needs and includes effective checks on allocation decisions. All prisoners should be allocated, and attend, purposeful activity that fully occupies them throughout the working week.

### **Insufficient progress**

Leaders and managers should provide all prisoners with effective pre-release preparation, including ready access to careers information, advice and guidance, and the use of the virtual campus, so that prisoners can research career options and apply for employment, education or employment before their release.

### **Reasonable progress**

Structured on-wing activity should provide purposeful and enriching extracurricular activities as intended.

### **Insufficient progress**

## Appendix I About this report

HM Inspectorate of Prisons (HMI Prisons) is an independent, statutory organisation which reports on the treatment and conditions of those detained in prisons, young offender institutions, secure training centres, immigration detention facilities, police and court custody and military detention.

All visits carried out by HMI Prisons 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 or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees. HM Inspectorate of Prisons is one of several bodies making up the NPM in the UK.

Independent reviews of progress (IRPs) are designed to improve accountability to ministers about the progress prisons make towards achieving HM Inspectorate of Prisons' recommendations in between inspections. IRPs take place at the discretion of the Chief Inspector when a full inspection suggests the prison would benefit from additional scrutiny and focus on a limited number of the recommendations made at the inspection. IRPs do not therefore result in assessments against our healthy prison tests. HM Inspectorate of Prisons' healthy prison tests are safety, respect, purposeful activity and rehabilitation and release planning. For more information see our website: <https://www.justiceinspectorates.gov.uk/hmiprisons/our-expectations/>

The aims of IRPs are to:

- assess progress against selected key recommendations
- support improvement
- identify any emerging difficulties or lack of progress at an early stage
- assess the sufficiency of the leadership and management response to our main concerns at the full inspection.

This report contains a summary from the Chief Inspector and a brief record of our findings in relation to each recommendation we have followed up. The reader may find it helpful to refer to the report of the full inspection, carried out in [MONTH, YEAR] for further detail on the original findings (available on our website at <https://www.justiceinspectorates.gov.uk/hmiprisons/>).

### IRP methodology

IRPs are announced at least three months in advance and take place eight to 12 months after a full inspection. When we announce an IRP, we identify which recommendations we intend to follow up (usually no more than 15). Depending on the recommendations to be followed up, IRP visits may be conducted jointly with Ofsted (England), Estyn (Wales), the Care Quality Commission (see Glossary) and the General Pharmaceutical Council. This joint work ensures expert knowledge is deployed and avoids multiple inspection visits.

During our three-day visit, we collect a range of evidence about the progress in implementing each selected recommendation. Sources of evidence include observation, discussions with prisoners, staff and relevant third parties, documentation and data.

Each recommendation followed up by HMI Prisons during an IRP is given one of four progress judgements:

**No meaningful progress**

Managers had not yet formulated, resourced or begun to implement a realistic improvement plan for this recommendation.

**Insufficient progress**

Managers had begun to implement a realistic improvement strategy for this recommendation but the actions taken since our inspection had not yet resulted in sufficient evidence of progress (for example, better and embedded systems and processes).

**Reasonable progress**

Managers were implementing a realistic improvement strategy for this recommendation and there was evidence of progress (for example, better and embedded systems and processes) and/or early evidence of some improving outcomes for prisoners.

**Good progress**

Managers had implemented a realistic improvement strategy for this recommendation and had delivered a clear improvement in outcomes for prisoners.

When Ofsted attends an IRP, its methodology replicates the monitoring visits conducted in further education and skills provision. Each theme followed up by Ofsted is given one of three progress judgements.

**Insufficient progress**

Progress has been either slow or insubstantial or both, and the demonstrable impact on learners has been negligible.

**Reasonable progress**

Action taken by the provider is already having a beneficial impact on learners and improvements are sustainable and are based on the provider's thorough quality assurance procedures.

**Significant progress**

Progress has been rapid and is already having considerable beneficial impact on learners.

Ofsted's approach to undertaking monitoring visits and the inspection methodology involved are set out in the *Further education and skills inspection handbook*, available at <https://www.gov.uk/government/publications/education-inspection-framework>.



## **Inspection team**

This independent review of progress was carried out by:

Martin Lomas	Deputy Chief Inspector
Sara Pennington	Team leader
Natalie Heeks	Inspector
Jade Richards	Inspector
Shaun Thomson	Health and social care inspector
Allan Shaw	Ofsted inspector
Jai Sharda	Ofsted inspector

## Appendix II Glossary

We try to make our reports as clear as possible, and this short glossary should help to explain some of the specialist terms you may find. If you need an explanation of any other terms, please see the longer glossary, available on our website at: <http://www.justiceinspectorates.gov.uk/hmiprisons/about-our-inspections/>

### **Care Quality Commission (CQC)**

CQC is the independent regulator of health and adult social care in England. It monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. For information on CQC's standards of care and the action it takes to improve services, please visit: <http://www.cqc.org.uk>

### **Leader**

In this report the term 'leader' refers to anyone with leadership or management responsibility in the prison system. We will direct our narrative at the level of leadership which has the most capacity to influence a particular outcome.

### **Time out of cell**

Time out of cell, in addition to formal 'purposeful activity', includes any time prisoners are out of their cells to associate or use communal facilities to take showers or make telephone calls.

### **Virtual campus**

Internet access to community education, training and employment opportunities for prisoners.

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