



Report on an independent review of progress at

HMP Wayland

by HM Chief Inspector of Prisons

20–22 March 2023



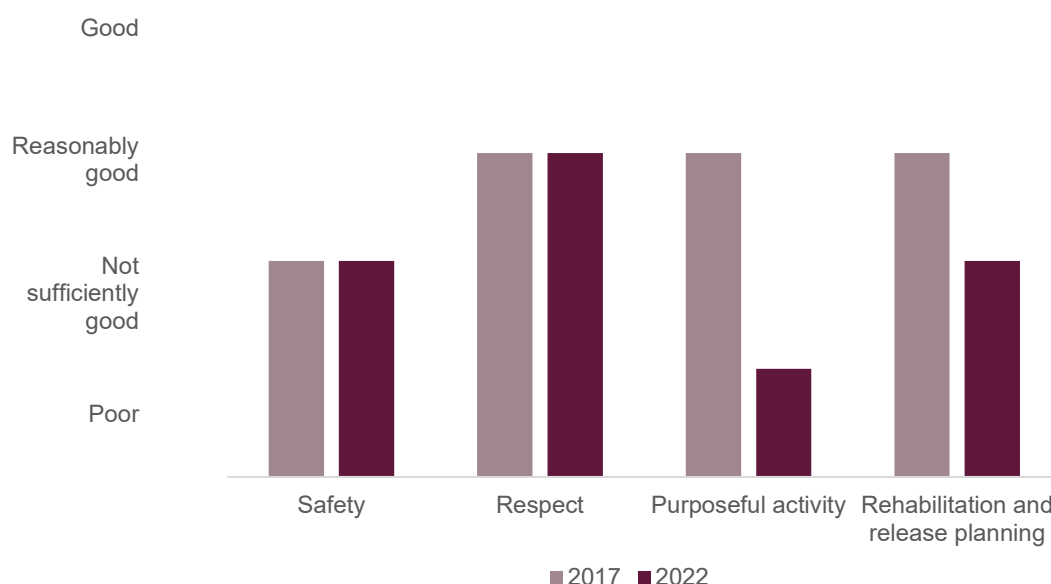
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Section 1 Chief Inspector's summary

- 1.1 HMP Wayland is a category C training prison near Thetford in Norfolk which held approximately 750 prisoners during our visit in March this year. At our full inspection in April 2022, we found a prison characterised by staff shortfalls, a lack of activity and poor behaviour management. Outcomes had deteriorated in our tests of purposeful activity and rehabilitation and release planning and remained not sufficiently good in safety.
- 1.2 Our previous inspections of HMP Wayland in 2017 and 2022 recorded the following assessments of outcomes for prisoners.

Figure 1: HMP Wayland healthy prison outcomes in 2017 and 2022



- 1.3 At this independent review of progress we were pleased to find evidence of tangible progress against nearly all the priorities we identified previously. A new governor had recently taken up post and was leading considerable improvements, building on the foundations established by his predecessor. He had set several priorities for Wayland, the first of which was to improve the recruitment and retention of staff. There remained some way to go but retention rates had substantially improved, and a strategy to recruit staff from other parts of the country was about to be introduced.
- 1.4 Leaders had not let these staffing difficulties stop progress in other areas. A new regime had been implemented six weeks before our visit which offered better and more consistent access to education, skills and work. This had reduced frustration among prisoners and contributed to a reduction in violence against staff.

- 1.5 Managers had communicated their plan for the regime to staff and listened to concerns raised, providing more support during busy periods. This additional support and the work of the safety team had helped to improve behaviour management and reduce the number of violent incidents across the prison. In addition, leaders had responded quickly to issues that were important to prisoners, including visits; access to visits was much increased and they now started on time.
- 1.6 Staff and prisoners appreciated these improvements and, as a result, had more confidence in the ability of the governor and his team to make further progress.
- 1.7 There is still much to be done at Wayland and risks remain. There is still not enough work for the population and there are significant staff shortfalls, and both these issues risk being exacerbated by the planned population increase. However, the governor, his senior team and frontline staff had made a substantial step towards recovery.

Charlie Taylor

HM Chief Inspector of Prisons

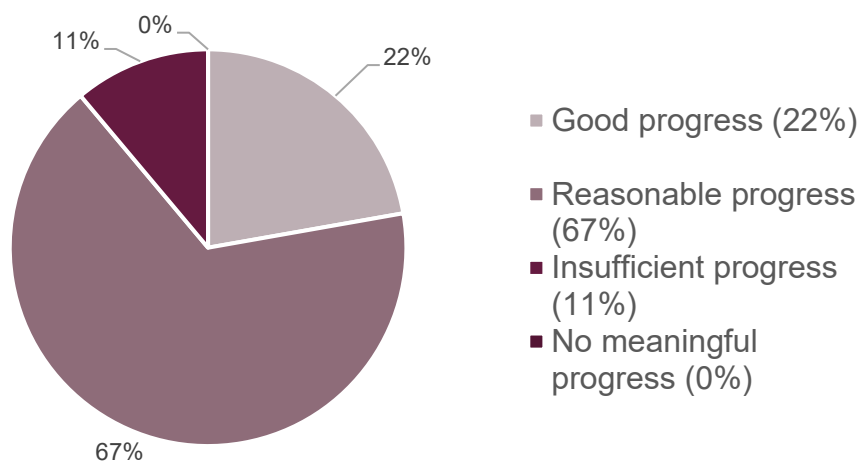
March 2023

Section 2 Key findings

- 2.1 At this IRP visit, we followed up nine 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 two recommendations, reasonable progress in six recommendations and insufficient progress in one recommendation.

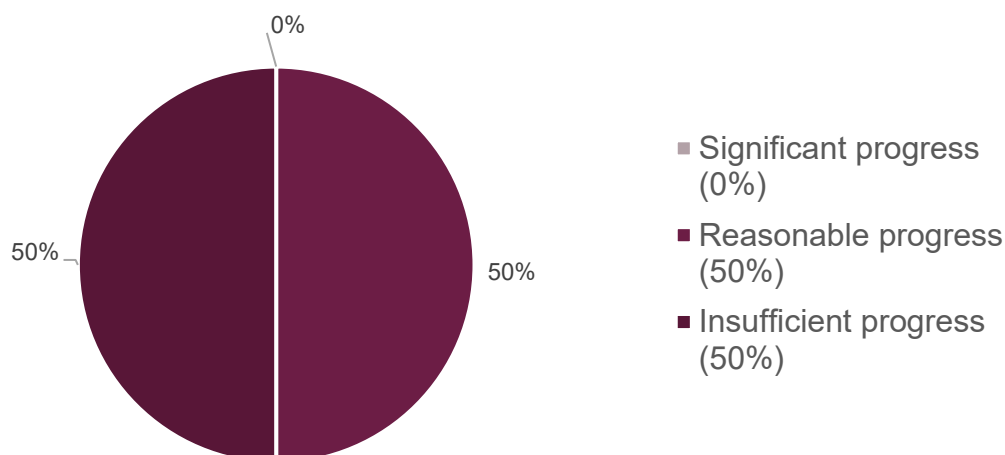
Figure 2: Progress on HMI Prisons recommendations from 2022 inspection (n=13)

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 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.

Leadership

Concern: The governor had made a good start in setting some clear and positive priorities, of which many staff were aware. However, they were very broad and had not yet been turned into a practical programme of change that was clear to all. Although there was good analysis of data in many aspects of prison life, it was not yet leading to coherent programmes of action with clear success criteria.

Recommendation: The governor and senior managers should plan and communicate to all staff a clear programme for improvement in the establishment, based on data, driven through effective governance and engagement, and with clear criteria for measuring success. (1.46)

- 3.1 A new governor had taken up post two months before our visit. He had built on his predecessor's work and quickly established five clear priorities with practical milestones. These had been communicated well to staff and prisoners. The senior team were focused on what could be achieved with available resources and this realistic approach had led to tangible progress in several areas since our inspection. This included improving retention of staff, increasing access to purposeful activity and reducing violent incidents. These improvements had been noticed by the staff and prisoners we spoke to who had more confidence in the senior team as a result.
- 3.2 The prison remained very short of staff, but there was a plan to offer more support to new starters, develop the staff in post and attract staff from other parts of the country to work at Wayland. While this was unlikely to meet shortfalls fully for some time, we assessed local managers were doing all they could to address the situation.
- 3.3 The new governor was particularly visible around the prison and well known to staff and prisoners. He had also improved the presence of leaders and managers on residential units at key points in the day. This had improved support for staff and enabled prisoners to resolve concerns more swiftly.
- 3.4 The new regime implemented six weeks before our visit was a considerable improvement. Leaders were now able to deliver three

times as much activity than at the time of our inspection. However, this was still below our expectations for a category C training prison.

- 3.5 Much of this progress, particularly in education, skills and work, was very recent, and further improvements would be dependent on addressing staff shortfalls.
- 3.6 We considered that the prison had made reasonable progress against this recommendation.

Managing behaviour

Concern: Challenge, support and intervention plans (CSIPs) were not used widely or to full effect to manage perpetrators and victims of antisocial behaviour. There was little to motivate and encourage prisoners to improve their behaviour.

Recommendation: CSIPs should be used effectively to manage all those who are involved in, or victims of, violence and antisocial behaviour, and the incentives scheme should encourage prisoners to behave well. (1.47)

- 3.7 Since our inspection, leaders had placed considerable emphasis on the challenge, support and intervention plan (CSIP, see Glossary) process, delivering training to all CSIP case managers and promoting the process around the establishment. As a result, CSIPs were now initiated from departments across the prison and every incident of violence was now thoroughly investigated.
- 3.8 At the time of our review, 49 CSIPs were in place both to support prisoners and to challenge violence. Each had a case manager who met the prisoner at least once a week and individual targets were set in the examples that we viewed. More complex cases were managed by a custody manager rather than a supervising officer.
- 3.9 The CSIP process had become a successful case management system for prisoners who needed support but, with such high numbers, was running the risk of losing sight of its core aim of reducing violence.
- 3.10 Several meetings were held to support the CSIP process. Each weekday morning a multi-agency meeting discussed incidents, acts of violence and self-harm and prisoners who needed additional support. The meetings were well attended and very effective. It was clear that staff knew the prisoners they were discussing and the concerns that were affecting them and this enabled leaders to make informed decisions about their continued management.
- 3.11 A more strategic monthly safer custody meeting also took place and a fortnightly safety intervention meeting where more complex cases were considered in greater detail.

- 3.12 There were meaningful incentives for some prisoners particularly those living on the enhanced units. However, for the rest of the population the new incentives scheme contained little to motivate prisoners who engaged with the regime.
- 3.13 We considered that the prison had made reasonable progress in this area.

Managing behaviour

Concern: As a result of the serious staff shortages, wings did not have a consistent staff group who knew the prisoners. The delivery of key work had fallen away, and only 20% of respondents to our survey said that in the previous week a member of staff had asked them how they were getting on. We saw many examples of staff not challenging low-level rule-breaking in communal areas, such as prisoners vaping, being improperly dressed and shouting and swearing.

Recommendation: Prisoners should receive adequate supervision and support from staff on the wings and live in an environment where expected standards of behaviour are known and upheld. (1.48)

- 3.14 Staff visibility was improving on most wings. Acceptable standards of behaviour were monitored closely by leaders through frequent decency checks and a focus on improving the visibility of managers. Leaders and managers were available to support staff and to address prisoners' concerns at key points in the day. Many staff and prisoners told us it was helpful to see leaders throughout the day and they found the governor and his leadership team helpful and approachable.
- 3.15 There was better challenge by staff of low-level poor behaviour, including vaping in communal areas or being incorrectly dressed. Well placed signs on most wings provided clarity on rules. When basic rules were not adhered to, we observed staff challenging prisoners in a non-confrontational, professional way which prisoners appreciated.
- 3.16 The key worker scheme (see Glossary) remained weak. Prisoners were not receiving regular key work sessions which was a source of frustration to many we spoke to. Leaders had implemented fortnightly welfare checks as an interim substitute for key work but, other than a small number of prisoners selected at the safety intervention meeting, most prisoners did not receive regular contact with a named member of staff.
- 3.17 We considered that the prison had made reasonable progress in this area.

Managing behaviour

Concern: The violence reduction policy was mainly generic and not focused on the unique factors at the establishment that may have caused violence, such as the high prevalence of alcohol and drugs.

Recommendation: The violence reduction policy should be based on the specific issues at the establishment and should include an action plan for addressing the high levels of violence and its underlying causes, so that fewer fights and assaults take place. (1.49)

- 3.18 The rate of assaults on staff had reduced by 37% and was lower than similar prisons. Prisoner-on-prisoner assaults had reduced by 13% and were now comparable to other category C training prisons. During the previous 12 months, there had been 93 assaults on prisoners which was consistent with the previous year and 47 on staff which was a reduction.
- 3.19 Leaders had initiated a number of improvements focused on improving safety including a more predictable regime, debriefing all prisoners arriving on security transfer moves, investigating every incident of violence, enhancing leaders' visibility and making sure that staff used body-worn cameras during incidents (see paragraph 3.14). The safety team had improved data recording to inform a local policy and action plan to reduce violence, although the action plan was not timebound.
- 3.20 The monthly safer prisons meeting reviewed relevant data and attendees were familiar with the details of every violent incident. Previous weaknesses in record keeping had been addressed, but leaders agreed that more focus was needed on using data to better understand the issue of violence and to take action to address it.
- 3.21 We considered that the prison had made reasonable progress in this area.

Health care

Concern: While administering medication, health care staff had experienced some unacceptable behaviour from prisoners and were put at serious risk. The safety of health staff while transporting controlled drugs around the prison had sometimes been compromised by prison staff allowing prisoners along the route. There was insufficient officer support and management of medicine queues to promote patient confidentiality, lessen the opportunities for diversion and bullying, and support safe medicine administration.

Recommendation: Measures should be put in place urgently to protect health care staff from physical attacks while administering medication. Prison staff should supervise medicine administration and the transportation of medicines, including controlled drugs, effectively so as to preserve security, safety and patient confidentiality. (1.50)

- 3.22 The presence of officers at medicines hatches remained unchanged since our last inspection. Three hatches were supervised and three remained unstaffed. Where supervision did take place, officers were unclear about their role and frequently allowed several prisoners to approach the hatch at the same time. This increased the risk of errors in medication. Biometric identification had been installed at one hatch for those on opiate substitution therapy to mitigate some of these risks. Prisoners also waited for others to collect their medication to leave the area together with no challenge by staff, which increased the opportunity for bullying and diversion.
- 3.23 Clear plastic guards had been installed at the medication hatches to limit assault through the bars and staff appreciated feeling safer. The reports of incidents at the hatch had improved since our last inspection. However, movements of staff in and out of the administration rooms to carry out random urine tests when many prisoners were in the area created unnecessary risk. It was agreed that staff would cease this practice and that the practice of non-health care staff having no access to drug storage areas would be reinforced.
- 3.24 CCTV was to be installed at blind spots in the prison including some of the medication hatches, but no installation date had been set.
- 3.25 The safe transportation of medicines and controlled drugs had started in recent weeks and was slowly embedding. When drugs arrived at the prison, the transfer of medicines was carried out with the support of a chaperone and the movement of prisoners was stopped in specified walkways.
- 3.26 We considered that the prison had made insufficient progress in this area.

Time out of cell

Concern: The regime for prisoners had changed and time out of cell, including for exercise and structured association, had been reduced for many.

Recommendation: Access to purposeful activity should be expanded while maintaining sufficient time out of cell for all prisoners. (1.51)

- 3.27 An improved regime had been introduced six weeks before this visit which was designed to make best use of the available staff. Leaders were realistic about what could be delivered and aimed to provide a reliable daily regime.
- 3.28 Most prisoners were able to engage in full-time work, education or training which consisted of eight sessions a week, but overall the regime remained limited for a training prison. Full-time employed prisoners spent at least seven hours out of their cells on the three full workdays each week and about five hours on the two weekdays when work sessions were only available in the morning. A few remained in their workplaces over lunch so were unlocked for longer. Unemployed prisoners had only two and a half hours out of cell, including time outside in the fresh air.
- 3.29 A split regime operated at weekends because of staff constraints which reduced time out of cell for most prisoners to around three hours a day. This included an hour in the fresh air, a slight increase on the 40 minutes offered on weekdays. Some prisoners had employment that required them to work at weekends which increased their time unlocked.
- 3.30 Throughout the week prisoners, including those who were not employed, could be taking part in visits, secure video calls (see Glossary), faith activities or appointments with different departments such as health care, the offender management unit and resettlement agencies.
- 3.31 We observed some disruption to daily activities caused by problems with the roll count. Leaders were aware of the negative impact this had and were working to identify and remedy the causes of the problem.
- 3.32 We considered that the prison had made reasonable progress in this area.

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 should swiftly increase the availability of and attendance at activities, particularly in education and vocational training, so that prisoners are able to gain the skills and knowledge they need for employment when they are released, including improving essential English and mathematics skills. (1.52)

- 3.33 Too few activity places were available in education and vocational training. Leaders and managers had recently increased the number of places but, despite these improvements, there were not enough places to meet the needs of the prison population. For example, very long waiting lists existed for prisoners wishing to study for a qualification in English and mathematics.
- 3.34 Leaders and managers had not provided sufficient staff to enable prisoners to attend education, skills and work for enough hours per week. Activity sessions were curtailed with shorter working days and fewer sessions. Consequently, prisoners in full-time work or education and training were only able to attend for less than half the time expected in wider society. They did not experience the rigours of a normal working week which slowed the development of their skills and knowledge.
- 3.35 Leaders and managers had not ensured that all the available activity places were sufficiently used. Other than for functional skills, one-fifth of planned places on education and vocational training courses were not filled. On the employability course, half the places were vacant. Too many prisoners who had completed their induction had yet to be allocated to an activity. Moreover, attendance at activities was low.
- 3.36 Staff shortages meant that prisoners could not easily access the prison library which hindered the development of their reading skills.
- 3.37 Leaders and managers had increased the number of places for prisoners to develop their English and mathematics skills. Prisoners were able to study both in formal lessons and they also used in-cell learning packs receiving effective support from specialist staff. Consequently, since the previous inspection, the number of prisoners achieving qualifications in English and mathematics had greatly increased.

- 3.38 Ofsted considered that the prison had made insufficient progress against this theme.

Theme 2: Leaders should make sure that IAG staff engage appropriately with prisoners to establish their career goals and specific training needs. Staff should make sure that prisoners are allocated to activities that will help them to achieve their career goals. (1.53)

- 3.39 Information, advice and guidance (IAG) and induction activities were planned well. A thorough education induction took place within the first week of arrival at the prison. Increased regime flexibility enabled standardised assessments of reading and learning difficulties and disabilities (LDD) to be conducted, which informed meaningful and effective personal development plans.
- 3.40 Managers used identified career goals effectively to allocate to the most appropriate education, skills and work activity. However, the prompt allocation of prisoners to activities was hindered by waiting lists that were too long. This slowed prisoners' subsequent progress.
- 3.41 IAG group and one-to-one sessions were well conducted and tailored to individuals. IAG staff acted impartially and personalised their support activities to meet specific needs. For example, different approaches were determined by consideration of length of sentence, the likelihood of transfer to another prison or planned release to the community.
- 3.42 IAG advisers were rigorously tackling a backlog of career planning meetings and reviews which were outstanding due to COVID-19 restrictions or regime issues. This number was declining steadily.
- 3.43 A helpful destination tracking and support tool was in place. Prisoners smoothly continued their studies when they moved prisons within the region. For example, prisoners who transferred midway through their courses could complete their accreditation without having to repeat assessments. This speeded achievement so that prisoners could progress to the next level more quickly.
- 3.44 Resettlement meetings involving all key partners (including Department for Work and Pensions and probation staff) and prisoners took place three months before planned release to guide prisoners' next steps. Prisoners were assisted with the completion of CVs and job search. They had good access to the virtual campus (internet access for prisoners to community education, training and employment opportunities) which allowed them to view job vacancies. However, despite clear efforts to involve prisoners, these activities had only limited uptake.
- 3.45 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 3: Leaders should identify and implement actions that will improve the quality of training and activities in prison-led work areas, so that prisoners are challenged to make progress. Prisoners should be able to achieve qualifications or have their new skills and knowledge recognised. (1.54)

- 3.46 Until very recently, the quality improvement group had not operated effectively. Attendance by senior managers was irregular which prevented cross-prison initiatives from being successful. Senior managers did not use data with sufficient rigour to challenge current practice or demonstrate strengths and weaknesses in order to drive improvements.
- 3.47 Quality assurance of prison-led training and activities was not sufficiently thorough. For example, the performance of prison instructors was not routinely assessed by a standardised review process. This led to differences in interpretation by instructors regarding recording of progress, which confused prisoners.
- 3.48 Only limited progress had been made to enable prisoners to achieve qualifications within industries. While new qualifications had been introduced in waste management and horticulture, other areas employing significant numbers of prisoners, for example the kitchens, the sewing and electrical component assembly workshops and cleaning, had no external qualification.
- 3.49 Internal progress booklets which measured wider employability skills and personal development were in place across all industrial workshops but not all instructors ensured that they were completed accurately. These booklets were branded with His Majesty's Prison Service so prisoners felt reluctant to use them to demonstrate their progress and skills with potential employers on release.
- 3.50 Despite there being almost 100 prisoners engaged in work on residential units, no measures were in place to standardise work practices or opportunities for skill development between the different residences. Too often work was insufficiently challenging and did not reflect the demands of the typical employment which prisoners would encounter on release.
- 3.51 Ofsted considered that the prison had made insufficient progress against this theme.

Theme 4: Leaders should make sure that the curriculum provided through education, skills and work helps prisoners to extend their knowledge and understanding beyond the subject being studied or their specific job role. (1.55)

- 3.52 Leaders and managers planned activities so that prisoners developed knowledge and understanding beyond their job role or studies. Prisoners worked co-operatively and appreciated how best to manage relationships with peers and staff. In industries, instructors allocated tasks which built team working, communication skills and using initiative. In functional skills mathematics, prisoners came to understand the importance of building tolerance and mutual respect. In art, prisoners took pride in their work but also understood how creative activity significantly helped with their mental well-being.
- 3.53 Education managers had recently introduced a well-conceived curriculum initiative which supported staff to include values, attitudes and social responsibilities in curriculum planning. As a result, topical issues were raised in class discussion with prisoners keen to express their views. Although at an early stage of development, managers' quality assurance processes gave prominence to personal development aspects in order that teachers could improve their practice.
- 3.54 Leaders and managers had developed an employer-led engagement strategy which included an Employment Advisory Board with representation from relevant industries. This Board had stressed the importance of wider employment and personal development skills which were reinforced in a well-conducted employer-led session linked to the construction industry. Prisoners asked pertinent questions which led to valuable discussions on the relevance of wider personal skills both within and outside the construction industry.
- 3.55 The curriculum for prisoners with previously high levels of education or work experience was limited to a small number of distance learning opportunities for which funding was available. As a result, these prisoners were not motivated to think constructively about their personal progression and made little progress.
- 3.56 Ofsted considered that the prison had made reasonable progress against this theme.

Children and families and contact with the outside world

Concern: In our prisoner survey, only 18% said that staff encouraged them to keep in touch with family and friends. The visits offer for prisoners was still not good enough, and visits of no more than an hour were not adequate for many families who lived a long way away. Arrangements for booking visits were inadequate, and most of the visitors we spoke to said that they had experienced long delays trying to do this. The visitors' centre remained unwelcoming, with no facilities for refreshments, and the visits hall was shabby. There was no casework support for prisoners with family matters and there were no parenting courses.

Recommendation: The prison should make sure that prisoners have easy access to visits of a reasonable length as well as support to develop and maintain family ties. (1.56)

- 3.57 Social visits provision was now better than that observed at the inspection. More social visits were available as capacity in the visits room had increased. The length of social visits had doubled to two hours and the number of visitors allowed for each prisoner had increased. After the change in regime leaders had promptly addressed prisoners' concerns about subsequent late starts to these visits.
- 3.58 The visitors' centre and visits room had been updated and were now decent facilities. The barista in the visits room offered a choice of hot food, cold drinks and snacks and freshly made hot drinks. Refreshments were available in the visitors' centre.





The visits room (previous page) and visitors centre (above)

- 3.59 Visits booking arrangements had been strengthened. Visits could now be booked online, by telephone, by prisoners or in person by a visitor when attending a weekday visit.
- 3.60 Fortnightly family days lasted for four hours. Some were used as themed events or for specific groups of prisoners. These more relaxed visits provided positive support for family relationships.
- 3.61 Ormiston Trust delivered family support work, although vacancies in the team (which were to be filled imminently) had hindered their contribution. Two prison-employed family support workers had introduced a parenting course and had started to identify and follow up prisoners who did not have visits. A volunteer befriending service was offered.
- 3.62 The first parenting course had recently started with 11 prisoners taking part, but individual family casework was not yet available. Planning was in progress to relaunch Storybook Dads (in which prisoners record a story for their children) and there was a book club for prisoners to choose books to send to their children.
- 3.63 Good use was made of secure video calls on weekdays, including in the evening. There was no provision of video calls at weekends, which was a gap.
- 3.64 We considered that the prison had made good progress in this area.

Reducing risk, rehabilitation and progression

Concern: The strategic management of resettlement had deteriorated considerably since the last inspection and lacked direction. The prison was not working towards an up-to-date, overarching reducing reoffending strategy and there was no coordinated oversight of data to monitor and improve outcomes for resettlement pathways. Work to reduce reoffending was undermined by the lack of a comprehensive needs analysis and action plan.

Recommendation: There should be a prison-wide reducing reoffending strategy and action plan, based on a comprehensive needs analysis, so that every prisoner is supported towards a law-abiding life on release. (1.57)

- 3.65 A comprehensive needs analysis had been used to inform a new strategy covering all the reducing reoffending pathways. The needs analysis had identified several areas where outcomes could be improved. A more specific needs analysis had been carried out for housing and interventions, which had led to establishment of direct links with housing providers in the London area. This was positive.
- 3.66 An action plan had been drawn up which focused on areas of immediate need as well as medium-term objectives. Considerable progress had been made. Several members of staff had been recruited into key positions and these appointments were starting to improve outcomes for prisoners in areas such as housing and employment on release.
- 3.67 There was evidence that leaders were gathering more data and beginning to use it more effectively. There was, for example, greater understanding of attendance in the workshops, but this was not yet reflected across all pathways and the impact of the increased use of data was still limited.
- 3.68 We considered that the prison had made good progress in this area.

Release planning

Concern: Resettlement provision had deteriorated considerably since the last inspection. With no resettlement worker in post, support for release was not well coordinated. This gap in provision resulted in a disjointed and inconsistent resettlement service, with no plans or oversight of who needed support for release.

Recommendation: Staff should have a clear understanding of the resettlement needs of the population. Services delivered by resettlement partners should be coordinated effectively and quality assured so that the provision meets the need. (1.58)

- 3.69 Leaders had increased the resources for resettlement work including a probation service resettlement officer, a prison employment lead and a banking and identity administrator, all appointed since our inspection.
- 3.70 Prisoners had one-to-one reviews of their resettlement plan needs with the resettlement officer 12 weeks before their release and follow up referrals and actions were taken. Notes of the reviews were copied to relevant electronic case note systems so that they could be accessed by prison and community agencies involved in release planning.
- 3.71 On-site agencies described good mutual sharing of information and coordinated planning. This was strengthened by the recently reintroduced pre-release board in which all on-site agencies with a role in release planning participated. More work was needed to make sure that prisoners approaching release attended this forum when they were invited.
- 3.72 The establishment of an employment hub since the inspection was a positive step. The hub was a private, suitably furnished area which gave a professional feel to any prospective employers who visited and to prisoners who had appointments there. The prison employment lead worked with prisoners on their CVs and disclosure letters (see Glossary) and was building links with potential employers, organising job fairs and sourcing work opportunities and options for prisoners.



The employment hub

- 3.73 Prison staff were now checking information from community partners and challenging it when necessary to make sure they had accurate data about outcomes for prisoners to inform future provision, particularly in relation to accommodation and employment on release.
- 3.74 We considered that the prison had made reasonable progress in this area.

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

The governor and senior managers should plan and communicate to all staff a clear programme for improvement in the establishment, based on data, driven through effective governance.

Reasonable progress

CSIPs should be used effectively to manage all those who are involved in, or victims of, violence and antisocial behaviour, and the incentives scheme should encourage prisoners to behave well.

Reasonable progress

Prisoners should receive adequate supervision and support from staff on the wings and live in an environment where expected standards of behaviour are known and upheld.

Reasonable progress

The violence reduction policy should be based on the specific issues at the establishment and should include an action plan for addressing the high levels of violence and its underlying causes, so that fewer fights and assaults take place.

Reasonable progress

Measures should be put in place urgently to protect health care staff from physical attacks while administering medication. Prison staff should supervise medicine administration and the transportation of medicines, including controlled drugs, effectively so as to preserve security, safety, and patient confidentiality.

Insufficient progress

Access to purposeful activity should be expanded while maintaining sufficient time out of cell for all prisoners.

Reasonable progress

The prison should make sure that prisoners have easy access to visits of a reasonable length as well as support to develop and maintain family ties.

Good progress

There should be a prison-wide reducing reoffending strategy and action plan, based on a comprehensive needs analysis, so that every prisoner is supported towards a law-abiding life on release.

Good progress

Staff should have a clear understanding of the resettlement needs of the population. Services delivered by resettlement partners should be coordinated effectively and quality assured so that the provision meets the need.

Reasonable progress

Ofsted themes

Leaders should swiftly increase the availability of and attendance at activities, particularly in education and vocational training, so that prisoners are able to gain the skills and knowledge they need for employment when they are released, including improving essential English and mathematics skills.

Insufficient progress

Leaders should make sure that IAG staff engage appropriately with prisoners to establish their career goals and specific training needs. Staff should make sure that prisoners are allocated to activities that will help them to achieve their career goals.

Reasonable progress

Leaders should identify and implement actions that will improve the quality of training and activities in prison-led work areas, so that prisoners are challenged to make progress. Prisoners should be able to achieve qualifications or have their new skills and knowledge recognised.

Insufficient progress

Leaders should make sure that the curriculum provided through education, skills and work helps prisoners to extend their knowledge and understanding beyond the subject being studied or their specific job role.

Reasonable progress

Appendix I About this report

Her Majesty's 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, court custody and military detention.

All visits carried out by HM Inspectorate of 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 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
Angus Jones	Team leader
Esra Sari	Inspector
Angela Johnson	Inspector
David Foot	Inspector
Tania Osborne	Health inspector
Allan Shaw	Ofsted inspector
Tony Gallagher	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/>

Challenge, support and intervention plan (CSIP)

Used by all adult prisons to manage those prisoners who are violent or pose a heightened risk of being violent. These prisoners are managed and supported on a plan with individualised targets and regular reviews. Not everyone who is violent is case managed on CSIP. Some prisons also use the CSIP framework to support victims of violence.

Disclosure letter

A letter disclosing previous convictions to a prospective employer.

Key worker scheme

The key worker scheme operates across the closed male estate and is one element of the Offender Management in Custody (OMiC) model. All prison officers have a caseload of around six prisoners. The aim is to enable staff to develop constructive, motivational relationships with prisoners, which can support and encourage them to work towards positive rehabilitative goals.

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.

Secure video calls

A system commissioned by HM Prison and Probation Service (HMPPS) that requires users to download an app to their phone or computer. Before a call can be booked, users must upload valid ID.

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.

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