



Report on an independent review of progress at

## **HMP/YOI Aylesbury**

by HM Chief Inspector of Prisons

29–31 August 2023



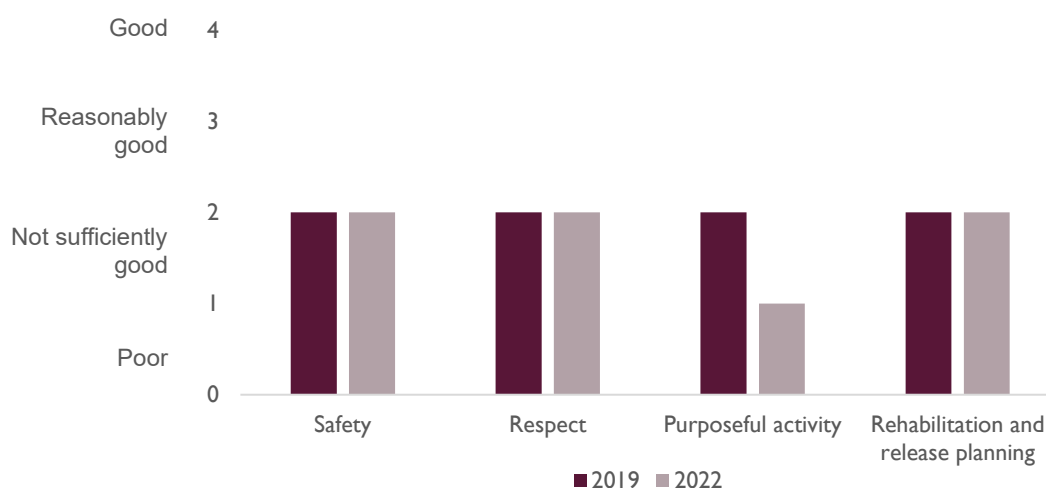
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## Section 1 Chief Inspector's summary

- 1.1 Aylesbury is an institution dating from the mid-19th century and it has had many different roles since this time. This was a positive independent review of progress and the governor and his team should be congratulated. We followed up 10 concerns and found that progress was reasonable or better in nine areas and insufficient in just one. Most prisoners inspectors spoke to were positive about the jail and appreciated the progress that had been made.
- 1.2 Prior to our last inspection in October 2022, Aylesbury had been re-rolled as a category C training prison holding up to 402 men. At that inspection, we found that this transition had not gone well; there were chronic staff shortages and category C prisoners had been moved to the site before the services to meet their needs were in place. In particular, time out of cell was very poor, there was not enough activity to occupy the population and health care was completely reliant on temporary staff.
- 1.3 At our previous inspections of HMP/YOI Aylesbury in 2019 and 2022, we made the following judgements about outcomes for prisoners.

**Figure 1: HMP/YOI Aylesbury healthy prison outcomes in 2019 and 2022**



- 1.4 The work to improve time out of cell to deliver a more consistent daily routine had been particularly successful. While staff shortfalls had improved slightly, managers had delivered improvements by implementing a core day that made far better use of the staff that were in post. At the time of the inspection, about 40% of prisoners spent just one hour out of cell a day. At this visit we found 75% of the population were now unlocked for more than eight hours and the remaining 25% received three hours out of cell each weekday.

- 1.5 Recruitment of education staff and workshop instructors remained a substantial challenge, but leaders had started to use data more effectively to improve outcomes. This had resulted in better attendance and achievement and more learners completing their courses in a timely fashion. A new reading strategy had been implemented and was beginning to have an impact on providing support to emerging readers. While there was not enough activity to meet the needs of the population, leaders made sure that they made use of the spaces they had. As a result, unemployment had reduced from 40% to 25%.
- 1.6 Health care services had also improved, a new head of health care had been appointed and 50% of posts had been recruited. While the service remained frail, this was a substantial improvement from the time of the inspection and enabled managers to focus on improving oversight and governance rather than delivering clinical services.
- 1.7 Aylesbury continues to face challenges and leaders will need to continue to address the long-standing problems of recruitment at the site. However, what they and their staff have achieved in the nine months since our inspection is commendable and provides a good foundation for future progress.

**Charlie Taylor**

HM Chief Inspector of Prisons

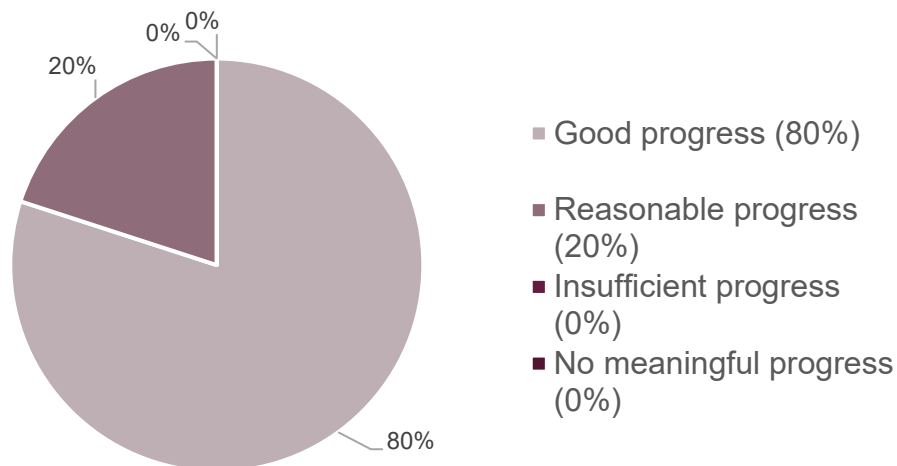
August 2023

## Section 2 Key findings

- 2.1 At this IRP visit, we followed up five concerns from our most recent inspection in December 2022 and Ofsted followed up five themes based on their latest inspection.
- 2.2 HMI Prisons judged that there was good progress in four concerns and reasonable progress in one concern.

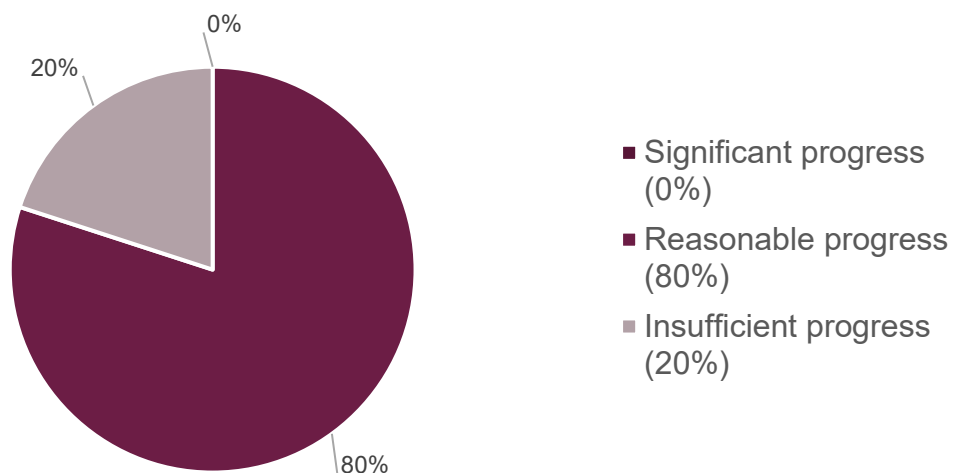
**Figure 2: Progress on HMI Prisons concerns from December 2022 inspection (n=5)**

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



- 2.3 Ofsted judged that there was reasonable progress in four themes and insufficient progress in one theme.

**Figure 3: Progress on Ofsted themes from December 2022 inspection (n=5).**



## **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 our concerns and Ofsted themes

The following provides a brief description of our findings in relation to each concern followed up from the full inspection in 2022.

### Leadership

**Concern:** A shortage of staff in all grades and disciplines was limiting outcomes for prisoners. This included access to health care, time out of cell, education, skills and work and rehabilitation services.

- 3.1 To support Aylesbury's function as a category C training prison, a review of staffing had been undertaken. This enabled leaders to use available resources effectively to deliver more for prisoners, including more time out of cell and better access to areas of the prison such as the library.
- 3.2 The number of vacancies at all grades had halved since the last inspection and the sickness rate had reduced considerably. However, a considerable number of staff were in training or temporarily fulfilling other roles and managers were unable to deploy them. Vacancies in key posts, such as instructors and probation prison offender managers (POMs), were still adversely affecting outcomes for some prisoners.
- 3.3 Leaders had held several recruitment initiatives, including job fairs and open days, with more planned for the coming months.
- 3.4 Leaders had implemented a comprehensive plan to deliver improved outcomes for staff and to support staff retention, including well-being initiatives, training and career development.
- 3.5 We considered that the prison had made reasonable progress in this area.

### Health care

**Concern:** There was a considerable shortage of suitably trained and experienced nursing and pharmacy staff. Patients' routine or changing needs, including the management of long-term conditions, were not being assessed or met in a timely manner. This was creating serious risk.

- 3.6 Strategic partners had been working towards a better understanding of the health care needs of the more recent older population of patients. The staffing model had recently been agreed and additional GP provision had been commissioned.

- 3.7 Staffing levels had incrementally improved since our last inspection. Central and North-west London NHS Foundation Trust (CNWL) had continued to recruit at their own risk while a decision on the new model was agreed. This decision had resulted in an improving staffing picture. In primary care, approximately 50% of staff were now in post and vacancies were to be filled by recruitment or covered by temporary staff.
- 3.8 Some areas of service delivery, such as routine vaccinations and sexual health services, were still not in place but were included in credible improvement plans. The increase in incidents of prisoners being under the influence of psychoactive substances was further restricting the ability of the primary care team to undertake their routine clinics.
- 3.9 The mental health team had recruited six of 13 posts. Priority was given to caring for prisoners with the greatest need. The lack of cover during periods of leave was still creating delays in psychiatry assessments. In August 2023 there had been no visits to the site for several weeks, creating delays in care.
- 3.10 There were no substance misuse nurses in post but the prison was not accepting prisoners on opiate substitution therapy. The Forward Trust psychosocial team had recently recruited for their last vacancy. There were plans to review capacity and need once the team was fully functioning.
- 3.11 There were long waiting lists for dental services with the average wait for routine care of 28 weeks. Poor use of clinical time compounded the already long waits.
- 3.12 Long-term conditions were now well managed. All the records that we reviewed contained personalised care plans and records of recent reviews. Appropriate primary care clinics were delivering care with reasonable waiting times.
- 3.13 We considered that the prison had made good progress in this area.

## Health care

**Concern:** Governance arrangements, including those for medicines management, were weak. Incident reporting was poor and risks to patient safety were not fully recorded or addressed.

- 3.14 Governance arrangements were better. Leaders had a good understanding of current risks, including those for medicines management. An up-to-date risk register, improvement plan and local delivery board meetings made sure that oversight of service redevelopment was good.
- 3.15 A permanent head of health care had been recruited six months before our visit which had stabilised the leadership. New staff were being



inducted, trained and supervised. Leaders were spending less time covering clinical work which allowed more oversight.

- 3.16 Risks due to the shortage of staff had reduced and staff rotas were more robust. Incident reporting had increased with the exception of medicines incidents where reporting remained low. This deficit had been identified at the medicines management meetings. There was evidence of early learning from the most recent deaths in custody being shared with staff.
- 3.17 Complaints were now being recorded and tracked and it was good that they were being categorised sensibly by the service manager. Responses were timely but some responses lacked detail. Some staff were scanning complaints into clinical records. This was not appropriate and ceased during our visit.
- 3.18 The infection prevention and control measures required to improve the environment had not changed to any meaningful extent since the inspection. Clinical rooms still lacked a separate key which created risks.
- 3.19 Medicines management meetings took place quarterly, were quorate and recorded. Evidence of prescribing trends and dispensing activity were not recorded well enough. It was positive that medicines meetings had recently been moved to make sure the GPs could attend to discuss these issues. In the absence of a pharmacist, the regional pharmacist had been covering the site for one to two days a week but there had not been capacity to implement medicines reviews for patients with complex pharmacy prescribing. Interviews were being held during our visit for this full-time post.
- 3.20 Medicines administration was supervised by officers and was calm and controlled. Plans to find an alternative administration point were included in the improvement plan and a request for funding had been submitted to HM Prison and Probation Service.
- 3.21 We considered that the prison had made good progress in this area.

## Time out of cell

**Concern:** Many prisoners spent less than one hour out of their cell each day. There was not enough education, training and work for the whole population to be meaningfully employed which was not good enough for a category C training prison.

- 3.22 Leaders had implemented a new regime that had considerably improved time out of cell. Many prisoners commented positively on this change and were appreciative of the new routine.
- 3.23 Employed and enhanced prisoners received between eight and nine hours out of their cells each day, and standard and basic level prisoners who were unemployed received three hours a day. This was

considerably better than at the time of our inspection and was supported by our roll checks, where we found an average of 19% of prisoners locked in their cells during the core day. This was a considerable reduction compared to 51% at the previous inspection.

- 3.24 The structure of the core day had removed points that caused friction, such as the unnecessary locking up of prisoners between activities, and the daily routine now flowed effectively. There were more opportunities for time in the open air. Prisoners were allowed to go out to the exercise yards during evening association in addition to the designated exercise periods in the morning.
- 3.25 There were still not enough places for all prisoners to attend education, training or work full time, and at the time of our visit just over two-thirds of prisoners were working full time. However, the number of unemployed prisoners had reduced from 40% at the time of our last inspection to 25%, largely through improved allocation.
- 3.26 Leaders had implemented a plan and work had started to increase the number of prisoners who were meaningfully employed. At the time of our visit, several workshops were being renovated to enable additional employment, such as the new laundry and outdoor activities. While this was an improving picture, it was still not enough to provide for the whole population.



**New laundry under construction**



**Gardens extension**

3.27 We considered that the prison had made good 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:** What progress have leaders and managers made to use data effectively to evaluate the impact of the education, skills and work curriculum and drive improvements?

3.28 Since the previous inspection, leaders and managers had begun to use and evaluate data to analyse the progress prisoners were making. This had enabled them to question and improve outcomes for those in education and training. In addition, trends in attendance, refusals and withdrawals were also identified and again this analysis of the data resulted in actions and improvements.

3.29 At Quality Improvement Group and contract provider meetings, data on attendance, allocations, completions, withdrawals, refusals and

achievement rates were being routinely monitored and actioned for improvement.

- 3.30 Partly as a result of this greater focus on data, actions had been taken to improve prisoner progress, resulting in better attendance and achievement and more learners completing their courses in a timely fashion. In addition, the number of prisoners withdrawing from courses and refusing education and training had also declined, again partly as a result of data monitoring to support actions for improvement.
- 3.31 However, analysis of destinations and release data remained undeveloped. As a result, managers were still not using these data to evaluate the curriculum offer sufficiently and explore, or identify, possible improvements and changes that could further develop the education and skills offer to equip prisoners better for their future employability on release.
- 3.32 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 2:** What progress have leaders and managers made to ensure prisoners had sufficient access to work or study? Prisoners had very limited access to work or study. The planned six to seven hours a week was severely affected by poor attendance as prisoners prioritised other activities such as the gym.

- 3.33 Leaders and managers had facilitated better access to work and study for prisoners since the previous inspection. Education, skills and work had been prioritised with a full-time offer of work in prison industries, education and wing work. As a result, there was greater participation in both education and work activities. Attendance had improved considerably and lessons and work activities were now well attended.
- 3.34 In addition, the number of prisoners who were unemployed had fallen from 40% to 25% of the population. Overall, there had been a slight increase in activity spaces available for prisoners.
- 3.35 Despite the improvements in the number of prisoners accessing and attending education and work activities, there remained an overall shortage of spaces for the population. As a result, there were still insufficient spaces for approximately a quarter of the population. Although plans were at an advanced stage to improve the number of spaces to provide for over 90% of the population, these had yet to reach fruition. As at the previous inspection, staff shortages continued to exacerbate the problem of improving the overall offer of activity spaces.
- 3.36 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 3:** What progress have leaders and managers made to ensure prisoners benefit from high-quality, impartial careers information, advice and guidance (CIAG)? The provision of careers information, advice and guidance (CIAG) was inadequate. Too few prisoners benefited from high-quality, impartial CIAG and, as a result, too few prisoners had a planned learning pathway that prepared them for their future.

- 3.37 Managers and staff had made slow progress in providing prisoners with careers information, advice and guidance (CIAG) since the previous inspection. This had been partly the result of staffing issues and gaps left by the CIAG provider.
- 3.38 The number of prisoners receiving a careers interview had increased and, as a result, more prisoners had a planned learning pathway (PLP). However, this still left too many remaining without support, as just under half of all prisoners had no PLP.
- 3.39 In addition, the quality of the advice and guidance within the PLPs completed for just over half of the prison population was poor. Employment aspirations outlined in these prisoners' PLPs too often lacked specific focus and detail to develop a credible plan to support the prisoners in achieving targets for release and employment. Furthermore, prisoners could not access their PLPs and they had insufficient follow-up actions or next steps to support them in making any progress.
- 3.40 The result was that most prisoners felt their careers interview had been of little value or support, and few could remember what had been written on their PLPs. The careers advice provided was insufficient to support them in preparing for their future on leaving prison.
- 3.41 Ofsted considered that the prison had made insufficient progress against this theme.

**Theme 4:** What progress have leaders and managers made to prioritise reading in education? Leaders had not developed the curriculum to include reading as a distinct part of the education offer.

- 3.42 Since the previous inspection, managers and teachers had developed a strategy that promoted reading for pleasure and study. In addition, appropriate measures to identify the reading needs of prisoners, and to develop support interventions, had been put in place. All prisoners identified as needing reading support through a diagnostic assessment were promptly linked with a reading mentor, usually on their residential wing. A high number of Shannon Trust mentors had been trained and were providing effective support.
- 3.43 As part of the promotion of reading, the library was used well both in encouraging reading for pleasure and assisting prisoners in education. Book clubs were popular, with prisoners introduced to different types of

books comparing, for example, biographies, autobiographies and memoirs.

- 3.44 Teachers had started to deliver education classes in the library. Prisoners were encouraged to seek out new books of possible interest, or books to help them with their study. For example, prisoners researched the Dewey Decimal system of storing and locating books and with the help of enthusiastic and competent orderlies used this to access books on subjects they had not considered before. Visits to the library were planned by staff so that all prisoners were able to visit and book loans had increased significantly since the previous inspection.
- 3.45 Managers had begun to implement reading assessments and collect feedback from prisoners on the effectiveness of the support they had received, but there was still not sufficient evidence to establish fully the impact of the new initiatives on prisoners' reading progress and achievement. In addition, managers had not yet ensured that mentors were able to access all areas of the prison to conduct their support work. Furthermore, mentors were not made fully aware of the reading screener or initial assessment results of the prisoners that they supported and this did not assist them to focus on the specific needs of those they were helping to read.
- 3.46 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 5:** What progress have leaders and managers made to ensure that prisoners have completed appropriate training for their work roles? Prisoners did not work to industry standards. They did not receive appropriate training and, as a result, had not developed appropriate employment skills. Prisoners did not adhere to safe working practices, including wearing appropriate personal protective equipment in all work and vocational areas.

- 3.47 Prisoners in the large majority of working activities behaved in a professional way to good industry standards. Most were well motivated, punctual and quick to apply themselves to tasks and production targets. Many took pride in their work and the skills they were developing. For example, in food packaging prisoners worked well together, diligently picking and packing food products for HMP/YOI Aylesbury and other prisons. Prisoners were qualified in food hygiene and followed good working practices. Instructors monitored prisoners' progress closely, highlighting their improving employability skills as well as their developing knowledge in warehousing and distribution.
- 3.48 In bicycle refurbishment, children's and adults' bicycles supplied by local charities were finished to a high standard and returned for resale or free distribution to local people. Prisoners were proud of their contribution, ensuring that bikes were repaired, finished and logged correctly. Orderlies provided effective support to new prisoners,

introducing them to the refurbishment process as well as the safe use of tools.

- 3.49 In hospitality prisoners produced cuisine to a restaurant standard and were proud of the culinary skills they had developed. Most displayed their work through photographic portfolios, as well as practical demonstrations.
- 3.50 In the majority of industry workshops, however, accredited qualifications, while planned, were still not available. This did not support prisoners to provide evidence of their vocational achievements on release in preparation for employment.
- 3.51 However, managers had recently introduced valuable courses in construction multi-skills, leading to recognised qualifications. Industry recognised qualifications were also available in hospitality, kitchens and food packaging. In recycling and cleaning there were well-advanced links with awarding organisations to offer recognised qualifications in the future.



**Construction workshop**

- 3.52 Prisoners worked safely and diligently in most working areas. However, in a few industry workshops managers and instructors had to persistently remind a minority of prisoners to use appropriate safety wear.
- 3.53 Ofsted considered that the prison had made reasonable progress against this theme.

## Rehabilitation and release planning

**Concern:** Aylesbury had been re-roled to a category C training prison with inadequate planning or support. Work to reduce reoffending did not reflect the prison's new population. Most of it still related to high-risk, long-term young adults, who now made up only 23% of the population and would gradually leave altogether.

- 3.54 Leaders had addressed this concern against a background of staff vacancies and ongoing recruitment in most teams in the prison. They had started to deliver some changes to meet the needs of a category C population and, while there was still some way to go, staff and prisoners could describe differences they had already seen.
- 3.55 The reducing reoffending strategy had been revised shortly after the inspection to reflect the changed population and a needs analysis to inform a further review was under way. Services such as education, training and work, accredited interventions, pathways, health care and substance misuse were adapting to meet changing needs.
- 3.56 In addition to the improvements to the regime, there had been several changes which showed the prison-wide commitment to changing the culture to that of a category C training prison. These included free flow (prisoners all moving around the site at the same time) for daily activities, more opportunity to eat together and to use exercise yards during association periods, some self-cook equipment on the wings, the increasing use of peer mentors to support their community and the imminent appointment of the prison's first red bands (prisoners with specific roles who had free movement around the site).
- 3.57 Staff shortfalls in the offender management unit (OMU) had reduced, but caseloads were still high and prison offender managers prioritised contact with prisoners around key dates in their sentences. Most prisoners had an assessment and sentence plan, but some prisoners we spoke to were unaware of their targets or how they were progressing. This was not helped by the lack of regular key work to support offender management.
- 3.58 The frustration of prisoners was recognised. The OMU had taken initiatives to manage expectations through induction sessions and to resolve basic queries from prisoners using pop-up wing surgeries. OMU peer workers were in place or due to start imminently. These were useful initiatives, but they could not replace regular recorded contact between prisoners and a member of staff who supported their progression.
- 3.59 Aylesbury was not a designated resettlement prison. In the absence of resettlement services, leaders had been able to minimise the number of releases by transferring prisoners to resettlement prisons for their release and were building good relationships with prisons in their area. They focused on recategorisation and had completed 48 transfers to



open prisons so far in 2023 with another 11 prisoners waiting to move. This demonstrated to other prisoners the opportunity to progress.

3.60 We considered that the prison had made good progress in this area.

## Section 4 Summary of judgements

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

### HMI Prisons concerns

A shortage of staff in all grades and disciplines was limiting outcomes for prisoners. This included access to health care, time out of cell, education, skills and work and rehabilitation services.

#### Reasonable progress

There was a considerable shortage of suitably trained and experienced nursing and pharmacy staff. Patients' routine or changing needs, including the management of long-term conditions, were not being assessed or met in a timely manner. This was creating serious risk.

#### Good progress

Governance arrangements, including those for medicines management, were weak. Incident reporting was poor and risks to patient safety were not fully recorded or addressed.

#### Good progress

Many prisoners spent less than one hour out of their cell each day. There was not enough education, training and work for the whole population to be meaningfully employed which was not good enough for a category C training prison.

#### Good progress

Aylesbury had been re-roled to a category C training prison with inadequate planning or support. Work to reduce reoffending did not reflect the prison's new population. Most of it still related to high risk, long-term young adults, who now made up only 23% of the population and would gradually leave altogether.

#### Good progress

### Ofsted themes

Leaders and managers did not use data effectively to evaluate the impact of the education, skills and work curriculum and drive improvements.

#### Reasonable progress

Prisoners had very limited access to work or study. The planned six to seven hours a week was severely affected by poor attendance as prisoners prioritised other activities such as the gym.

#### Reasonable progress

The provision of careers information, advice and guidance (CIAG) was inadequate. Too few prisoners benefited from high-quality, impartial CIAG and, as a result, too few prisoners had a planned learning pathway that prepared them for their future.

**Insufficient progress**

Leaders had not prioritised reading in education. Leaders had not developed the curriculum to include reading as a distinct part of the education offer.

**Reasonable progress**

Leaders had not ensured that prisoners completed appropriate training for their work roles. Prisoners did not work to industry standards. They did not receive appropriate training and, as a result, had not developed appropriate employment skills. Prisoners did not adhere to safe working practices, including wearing appropriate personal protective equipment in all work and vocational areas.

**Reasonable 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, 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 in addressing HM Inspectorate of Prisons' concerns 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 concerns raised 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 priority and key concerns
- 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 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 concern 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 concerns we intend to follow up (usually no more than 15). Depending on the concerns 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 concern. Sources of evidence include observation, discussions with prisoners, staff and relevant third parties, documentation and data.

Each concern 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 to address this concern.

**Insufficient progress**

Managers had begun to implement a realistic improvement strategy to address this concern 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 to address this concern 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 to address this concern 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:

Charlie Taylor	Chief inspector
Angus Jones	Team leader
Donna Ward	Inspector
Angela Johnson	Inspector
Tania Osborne	Health and social care inspector
Malcolm Bruce	Ofsted inspector
Dave Baber	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.justiceinspectors.gov.uk/hmiprisons/about-our-inspections/>

### **Certified normal accommodation (CNA) and operational capacity**

Baseline CNA is the sum total of all certified accommodation in an establishment except cells in segregation units, health care cells or rooms that are not routinely used to accommodate long stay patients. In-use CNA is baseline CNA less those places not available for immediate use, such as damaged cells, cells affected by building works, and cells taken out of use due to staff shortages. Operational capacity is the total number of prisoners that an establishment can hold without serious risk to good order, security and the proper running of the planned regime.

### **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.

### **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.

### **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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