



Report on an independent review of progress at

## **HMP Lindholme**

by HM Chief Inspector of Prisons

13–15 May 2024



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## Section 1 Chief Inspector's summary

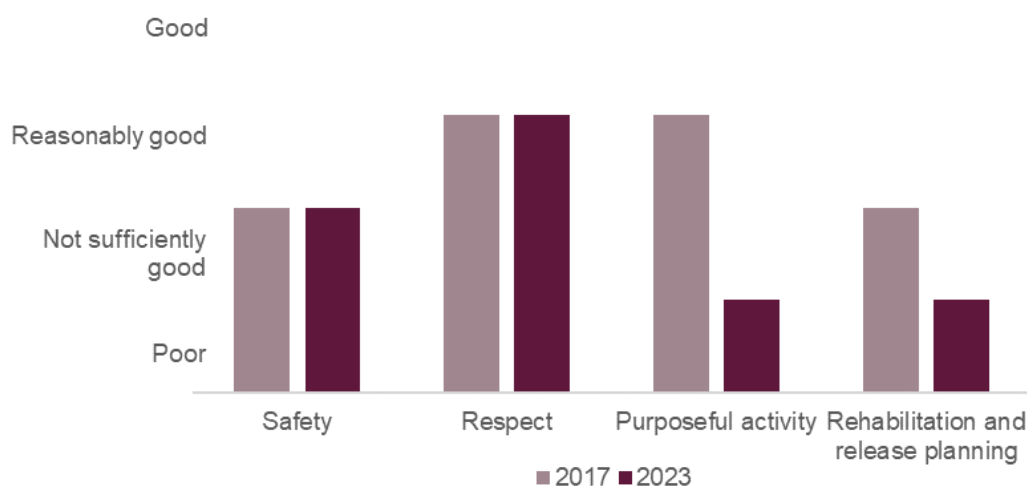
- 1.1 HMP Lindholme is a category C training prison in South Yorkshire holding about 900 male prisoners. A former Royal Air Force base, it is spread across a large site with an extensive perimeter wall.
- 1.2 This review visit followed up on the concerns we raised at our last inspection of HMP Lindholme in 2023.

### What we found at our last inspection

- 1.3 At our previous inspections of HMP Lindholme in 2017 and 2023 we made the following judgements about outcomes for prisoners.

**Figure 1: HMP Lindholme healthy prison outcomes in 2017 and 2023**

Note: rehabilitation and release planning became 'preparation for release' in October 2023.



- 1.4 In July 2023, outcomes for prisoners were reasonably good in respect, not sufficiently good in safety and poor in both purposeful activity and rehabilitation and release planning. The prison was not doing enough to tackle the serious problem of illicit drug use, which had caused many deaths and was driving up levels of violence. It was not providing the training and education that is expected of a category C establishment. The offender management unit (OMU) was understaffed and overwhelmed with work, and many prisoners were frustrated about their inability to progress through their sentence. While health services were generally good, it took too long for patients to get an appointment.

### What we found during this review visit

- 1.5 At this review visit, we found good progress in three areas of concern and insufficient progress in four areas. Ofsted found reasonable progress against three of their themes and insufficient progress against two.

- 1.6 The serious problem of illicit drug use had worsened, and in the last two months 40% of the prisoners randomly selected for drug testing had proved positive. While there was now more searching of staff, the prison had still not been funded to provide enhanced gate security. In general, there had been a lack of leadership energy in tackling the drugs problem and most remedial work was relatively recent. Not enough thought had gone into creative incentives to promote prisoners' positive behaviour.
- 1.7 Prison and health care leaders had worked well together to improve patient access to health services, and the appointments system was now working effectively. There had been some good efforts to improve cell ventilation and fans were being distributed at the time of the visit. Systems to manage high-risk prisoners had also improved and there was now an appropriate focus on public protection.
- 1.8 While the OMU had done some useful work to engage with prisoners, and its staffing was slowly increasing, prisoners still did not have enough support and opportunities to progress through their sentence. The quality of key work (see Glossary) had barely improved and many prisoners still had no key worker at all.
- 1.9 Night staff were now all carrying ligature knives, but some still lacked awareness of the needs of the most vulnerable individuals in their care and several did not know where to find their nearest defibrillator in case of emergency.
- 1.10 Ofsted concluded that the prison had not made enough progress towards fulfilling its core function as a training prison, and a large number of prisoners remained unemployed.
- 1.11 Overall, while there were some areas of commendable progress, it was worrying that three substantial priority concerns – relating to drugs, progression through sentence, and education, training and work – had seen little positive movement in the 10 months since the inspection.

**Charlie Taylor**

HM Chief Inspector of Prisons

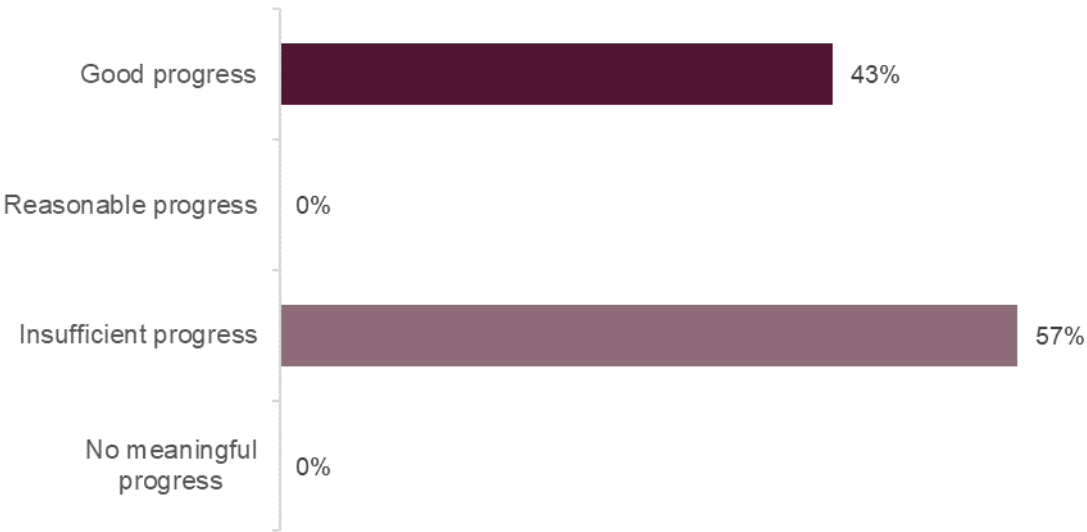
May 2024

## Section 2 Key findings

- 2.1 At this IRP visit, we followed up seven concerns from our most recent inspection in July 2023 and Ofsted followed up five themes based on their latest inspection visit to the prison.
- 2.2 HMI Prisons judged that there was good progress in three concerns and insufficient progress in four concerns.

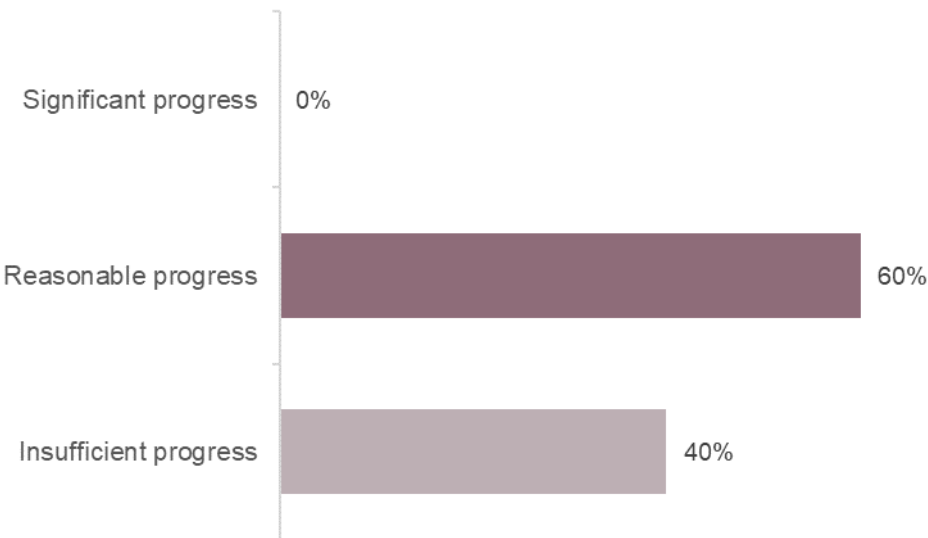
**Figure 2: Progress on HMI Prisons concerns from 2023 inspection (n=7)**

This bar chart excludes any concerns 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 three themes and insufficient progress in two themes.

**Figure 3: Progress on Ofsted themes from July 2023 inspection (n=5)**



## **Notable positive practice**

2.4 We define notable positive practice as:

Evidence of our expectations being met to deliver particularly good outcomes for prisoners, and/or particularly original or creative approaches to problem-solving.

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 2023.

### Security

**Concern:** There was a very high level of illicit drug use in the prison, which was linked to violence, debt and deaths in custody. Remedial action was not sufficiently comprehensive or coordinated.

- 3.1 While there was some evidence of a more rigorous approach of reducing supply, the level of drug use was rising, with over 40% of random drug tests having proved positive in the last two months. This remained an acute problem for safety and well-being throughout the prison. There had been very little tangible progress towards a comprehensive and coordinated approach to reducing drug use across the establishment. While there were some promising new developments, most had only started in the previous two months.
- 3.2 Efforts to keep drugs out of the prison were supported by good joint working with the police, but were clearly not succeeding. Staff searching was now more frequent, but it remained inexplicable that there had been no funding for enhanced gate security at Lindholme to search all those entering the establishment.
- 3.3 Action to address the drug problems was undermined by the frequent redeployment to other duties of staff who held key roles in detecting, disrupting and deterring drug use. This was seen in the response to specific intelligence on individual drug use: despite a great deal of information coming in, on average fewer than eight drug tests a month were carried out in response, and only 40% of the intelligence-led cell searches requested took place. Staff from the safety team and the substance misuse service were also often redeployed to tasks other than their important work with individuals who had problems in relation to drugs.
- 3.4 There had been a lack of energy and optimism among senior leaders in tackling the drugs problem. Many prisoners consistently told us that there was a strong focus on punitive behaviour management rather than more creative approaches to incentivising positive behaviour. However, new leaders in the safety and drug strategy teams now had several well-developed plans to incentivise drug-free living across the establishment.
- 3.5 When not allocated to other duties, the safety team gave some support to individuals, and a more constructive approach to disciplinary measures was being explored. There was better support for prisoners

who did not feel safe associating with others and the number of self-isolators had fallen. There had also been work towards a new strategy on debt support, which was much needed in the context of rising rates of violence against both staff and fellow prisoners. However, this was not yet in place.

- 3.6 We considered that the prison had made insufficient progress in this area.

## Safeguarding

**Concern:** Efforts to prevent self-harm were hindered by night staff not carrying ligature knives, lacking awareness of the needs of vulnerable individuals or the location of automatic external defibrillators. Cell observation panels were not kept clear.

- 3.7 An assurance process introduced in November 2023 had led to some improvements. All night staff were now carrying ligature knives, but many did not know the location of the nearest automated external defibrillator. Some night staff were not sufficiently aware of the needs of vulnerable individuals who needed support in case of an emergency evacuation.
- 3.8 Most at-risk prisoners subject to assessment, care in custody and teamwork (ACCT) case management were living on the cellular units. Several required multiple observations per hour and night staff were stretched by the high number of prisoners on ACCTs and the frequent observations required for those at risk. Handovers on the wing from day staff to night staff were not good enough to make sure that staff coming on duty were well briefed on risks.
- 3.9 We found a substantial number of cells where prisoners continued to cover their observation panel.





**Blocked observation panel**

- 3.10 We considered that the prison had made insufficient progress in this area.

### **Staff-prisoner relationships**

**Concern:** The key working scheme was not well established. Only about a third of scheduled appointments were delivered and records showed that they rarely focused on progression goals.

- 3.11 There had been only a marginal increase in the volume of key work since our inspection. While there had been a small uptick in delivery in the latter part of 2023, it had declined again recently and only 25% of planned key work sessions had been delivered in the previous three months.
- 3.12 Around a quarter of the population (203 prisoners) had not had any key work in the previous three months, including 54 who had not had a session in the last six months. Many prisoners complained to us about the lack of key worker support they received.
- 3.13 From the records that we checked, it was clear that sessions lacked depth and did not focus on progression goals; many were more akin to welfare checks. While there were some better examples, these were undermined by their infrequency.
- 3.14 The most vulnerable prisoners discussed during the safety intervention meeting had a dedicated key worker from the safer custody team and

were scheduled to receive a weekly session. This was a positive development but affected only a handful of prisoners.

- 3.15 Leaders had very recently introduced a new key worker model, which reduced the required number of sessions to one a month for each prisoner. A custodial manager had been allocated specifically to manage the delivery of key work, improve the way staff were allocated and establish a refreshed quality assurance process. As part of the new model, key workers would now be based on the same wing as their prisoners, which was helpful. While these steps were encouraging, it was too early to gauge their effectiveness.
- 3.16 We considered that the prison had made insufficient progress in this area.

## Living conditions

**Concern:** Many cells were poorly ventilated and could become very hot. The ventilation screens in many cells were either blocked or painted shut.

- 3.17 Following the concerns raised in our last report, leaders had inspected all 693 cells in the establishment and found that 267 had blocked ventilation screens. The local facilities management team had worked with prison staff to clear them manually, and this was completed in February 2024. The issue of blocked ventilation screens remained a standing agenda item in weekly meetings between facilities management and prison staff. Staff continued to report this issue when screens became re-blocked and there remained an appropriate focus on this issue.



**Manually cleaned ventilation screen**

- 3.18 While the manual cleaning to unblock the ventilation screens was positive, the inspection of the cells found that 170 windows had faulty vent dials. Some immediate repairs were completed, but 151 required a specialist repair. Leaders in both the prison and regionally had an ongoing programme to begin to fix these.
- 3.19 Even where there were no faults, the window design did not enable much ventilation and cells were stuffy, and this was exacerbated for those living in crowded conditions. Leaders had recently purchased fans to mitigate this, prioritising prisoners living in double cells, and were considering buying dehumidifiers as part of a wider project to incentivise prisoners.
- 3.20 We considered that the prison had made good progress in this area.

## **Health, well-being and social care**

**Concern:** Prisoners had poor access to health services because of weaknesses in the application process and poor organisation of prison officer escorts to health care.

- 3.21 Good partnership working by the prison and health care leaders had improved patient access to appointments. They submitted applications

via their laptops and health care staff reviewed these on every working day, sending a prompt acknowledgement of the request. Appointments were triaged by the appropriate clinician.

- 3.22 There was now a dedicated team of health care officers, who worked hard to make sure all patients could attend appointments while minimising any impact on activities. They advised all patients of their appointment with 48 hours' notice, and health care orderlies also telephoned with reminders, which enabled appointments to be rearranged or cancelled.
- 3.23 These measures had improved attendance and reduced waiting times, particularly for the GP clinic, where the non-attendance rate had substantially reduced.
- 3.24 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 actions had leaders and managers taken to ensure that the prison was adequately fulfilling its core function as a training establishment? The range, quantity and quality of education, skills and work were deemed inadequate to meet the needs of prisoners at the last inspection.

- 3.25 Leaders and managers had made modest increases in the number of purposeful activity places for prisoners by opening two new workshops and maximising capacity within the existing industries. They had also expanded education in English and mathematics, which had resulted in increased spaces for learning.
- 3.26 The links that managers had established recently with a number of employers and employment groups had led to promising training pathways and employment opportunities for prisoners on release. For example, by working with the Chevron Group, managers had helped to establish a traffic management pathway with prisoners working towards a career in the traffic management industry on release. Prisoners participating in the presentation and interview process with Chevron felt this was a good opportunity to gain sustainable work on release.

- 3.27 Leaders and managers had also put in place plans to increase purposeful activity spaces where it was possible, for example with the introduction of polytunnels for further land-based activities.
- 3.28 However, these additional activity places had only increased the overall offer by a small amount and there was still only capacity to occupy less than four-fifths of the population full-time. This continued to leave too many prisoners not engaged and not able to develop meaningful employment skills for release, or transfer to another prison in preparation for release, and was too low for a category C training prison.
- 3.29 This lack of sufficient activity spaces was in part a consequence of the closure of two large buildings, both deemed unsafe, that had previously provided purposeful activity and training spaces. Leaders and managers evidenced that there were insufficient funds to repair these buildings which had previously contained most of the construction skills provision. As a result, construction training places and other production activities were now provided on a much-reduced scale due to the building constraints.
- 3.30 Ofsted considered that the prison had made insufficient progress against this theme.

**Theme 2:** What actions had leaders and managers taken to implement a curriculum that met the needs of the prison population? At the last inspection, few prisoners could study towards accredited qualifications or have their personal and employability skills developed and recognised to support successful transition to another prison or release.

- 3.31 Leaders and managers had begun work to establish a curriculum that provided opportunities for the development and accreditation of prisoners' personal and employability skills for future employment on release or for progression to another prison.
- 3.32 Managers had made sure that qualifications were now being offered in most workshops, including in cycle maintenance and gardens which was not the case at the previous inspection. They had recently gained approval for awarding body status for qualifications in fashion and textiles and in waste and recycling. In addition, prisoners were able to work and progress to higher levels of qualifications in several areas such as barbering, hospitality and catering, plastering, and painting and decorating. This represented an improvement on the predominance of level 1 activity at the previous inspection.
- 3.33 Where prisoners were now able to develop their skills and knowledge they were actively engaged and keen to achieve and do well to prepare for potential future employment. For example, in barbering the prisoners were highly professional when dealing with clients, producing bespoke hairstyles and designer cuts on request, with those at level 1 taking guidance from the instructor and prisoner colleagues working at more advanced levels.



- 3.34 Although the courses and qualifications planned by managers were either in place or at an advanced stage of development, there remained too many prisoners who were not receiving accreditation for the work-related skills they were developing. Those prisoners engaged in work on the accommodation units, were not encouraged to record their work and employability skills.
- 3.35 Managers had introduced a curriculum that enabled prisoners to enhance their digital skills that would support them in future employment, through greater use of information technology in education, in their workplace, and in-cell activities with the use of personal laptops. However, managers had not ensured that the development of these digital skills was being accredited or recorded so that prisoners could demonstrate the progress they had made.
- 3.36 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 3:** What actions had leaders taken to ensure that all prisoners were able to attend well-planned purposeful activity places that contributed to the fulfilment of plans to meet their future goals?

- 3.37 Leaders had increased the maximum allocation numbers in many education, training and work areas, thereby ensuring that a greater number of prisoners were able to benefit from the available provision of purposeful activity.
- 3.38 In addition, leaders and managers held allocations boards twice a week to support prisoners in accessing an appropriate pathway to develop their skills for future employment choices. This was more effective in enabling prisoners to access their first choices from the available courses, though waiting lists continue to be a problem as a consequence of the overall lack of purposeful activity spaces within the prison.
- 3.39 Prison managers had also begun to make effective use of the in-cell laptops to aid communication about allocations and appointments which enabled prisoners to better map their choices and pathways.
- 3.40 Managers had supported neurodiverse prisoners to have improved access to activities. Approximately half of the prison population were recognised as neurodiverse, and they had now equitable access to all work areas, including the higher status jobs such as mentor roles.
- 3.41 However, too many prisoners were not able to attend their choice of planned purposeful activity because of the insufficient availability of education, skills and work activities to meet the demand. As a result, over a tenth of the population were unemployed with no mitigating reason such as illness or age constraints, and a similar number were only able to undertake education, skills and work on a part-time basis.

- 3.42 Attendance on many activities that were available, including English and mathematics, was low.
- 3.43 Ofsted considered that the prison had made insufficient progress against this theme.

**Theme 4:** What actions had leaders taken to make sure that all prisoners with low English and mathematics skills levels, and those with special educational needs, received the help they needed? At the last inspection, strategies in place had failed to achieve their aim of raising prisoners' participation in reading.

- 3.44 Leaders and managers had succeeded in improving the support they provided for prisoners who were at entry level or below in English and mathematics. Many of these prisoners now engaged well in education and with the Shannon Trust and progressed to higher levels of qualification as a result of their success.
- 3.45 Education hub managers met with prisoners with low levels of English and mathematics to encourage engagement on suitable courses and to identify those who needed support. They were then able to work on appropriate strategies to help these prisoners to overcome their barriers to learning.
- 3.46 Leaders and managers had also worked effectively to identify all prisoners with special educational needs. These prisoners were then made known to teachers, trainers and instructors who had received training on how best to support the prisoners in their care. The support strategies that were put in place were agreed with the prisoners. As a result, the staff better supported these prisoners to make progress and achieve.
- 3.47 Leaders had developed a comprehensive reading strategy and it was beginning to have an impact. Prison leaders had commissioned the Shannon Trust to be on site for three days a week, thereby increasing the available support for prisoners with low levels of English and mathematics skills. This action had provided sufficient trained mentors to meet the level of need and there was a whole-prison approach to referrals starting at induction, and included staff in the workplaces, in the library, and the reading screeners each referring prisoners.
- 3.48 As a result of the reading strategy, prisoners reported that they were able to access the support they needed, and that there was a good supply of reading materials that interested them available within the prison. Surveys of prisoners showed that there were initial signs of improvement and evidence of a slight increase in the numbers of prisoners participating in reading, though the number still remained low.
- 3.49 Ofsted considered that the prison had made reasonable progress against this theme.

**Theme 5:** What actions had leaders taken to ensure that workshop instructors used information about prisoners' existing skills to plan sessions which would help them develop valuable employability skills? Too often instructors focused on meeting production targets rather than providing training to prisoners.

- 3.50 Managers had provided professional development for all workshop instructors to support them in creating sessions that focused on developing prisoners' employability skills and recording their progress in achieving these.
- 3.51 In most sessions instructors more accurately recognised prisoners' initial skill levels and were now developing prisoners' employability skills more effectively with production targets being of secondary importance. Most instructors were helping prisoners record their newly acquired skills in the 'progress in workshop' booklets.
- 3.52 Where this was done well, prisoners took a pride in recording what skills they had achieved, and instructors supported them with comments on the professional standards they had reached. In the bakery, prisoners detailed the diverse types of breads, pastries and cakes they could make and established their own recipes for large and small quantities to suit the orders. The more experienced prisoners provided the newer ones with advice on making more difficult products, such as choux pastry, naan, focaccia, sourdough and tiger breads. As a result, prisoners took pride in the skills they had developed, and many considered continuing with this as a route for possible employment on release.
- 3.53 The support provided to prisoners by instructors in the workshops was not consistently good and the recording of the progress that the prisoners made was not done well in all areas. As a result not all prisoners could see the value in either completing these booklets or demonstrating the employability skills they had developed.
- 3.54 In addition, a few instructors did not accurately recognise the standard or professional level achieved by the prisoners in the workshops. In these instances, the recording of skills was completed superficially, which devalued the process for prisoners in these workshops.
- 3.55 Ofsted considered that the prison had made reasonable progress against this theme.



## Reducing risk, rehabilitation and progression

**Concern:** Prisoners could not progress through their sentence and achieve their targets. Reasons included poor availability of offending behaviour interventions, a lack of progressive transfer opportunities and a severely understaffed offender management unit.

- 3.56 Prisoners still lacked sufficient opportunities to progress through their sentence, and national prison population pressures continued to restrict transfers for progression or resettlement purposes. Prisoners remained frustrated at the lack of progression, but the allocation of two case management support officers to deliver an offender management unit (OMU) induction and run weekly drop-in sessions had improved communication and relationships with prisoners. The funding for this work was due to continue until the prison had its full complement of probation officers.
- 3.57 Although there had been positive efforts to increase OMU staffing, workloads remained very high and contact levels continued to be inadequate. Two probation-trained prison offender managers (POMs) were due to start, and there was now a full complement of prison-employed POMs. An interim agency probation officer held a small caseload and worked remotely, communicating with prisoners via video-call only. When the new staff joined, it would still leave the OMU 2.4 probation officers short.
- 3.58 The head of OMU delivery, a senior probation officer (SPO), continued to hold some POM responsibilities and there was still a vacancy for a second SPO in the team. This limited the focus on leadership support and direction in the OMU.
- 3.59 A second interventions team had recently been recruited and were going through the vetting process. The Thinking Skills Programme (TSP) remained the only accredited intervention; the new team were due to increase places and therefore reduce waiting times. It was positive that more non-accredited programmes were now delivered. Chaplaincy volunteers ran the Sycamore Tree victim awareness programme. The safer custody department had taken over the running of the Timewise programme (helping prisoners to develop conflict resolution skills), but there were few completions to date.
- 3.60 We considered that the prison had made insufficient progress in this area.

## Public protection

**Concern:** Information-sharing and subsequent planning to support public protection were weak. High-risk prisoners due for release were not discussed at the interdepartmental risk management team meeting and concerns that should have been addressed before release were not adequately managed.

- 3.61 Leaders had taken swift action to address concerns about the management of high-risk prisoners after the last inspection, with good results. Information-sharing between departments had improved, and the OMU now had access to the ViSOR (violent and sexual offenders register) dangerous persons database and were inputting the data required. There was good partnership working with the police intelligence officer, who now played a vital role in key meetings to support public protection.
- 3.62 There had been improvements to the monthly interdepartmental risk management team (IDRMT) meeting, which now had good attendance and discussed all relevant prisoners. POMs were now included in the meeting, and actions were highlighted and completed in the required timescale.
- 3.63 Immediately after the last inspection, a separate and effective multi-agency meeting to discuss high-risk prisoners due for release had also been introduced. This met monthly with good contributions from prison departments, including security and the employment hub. Actions were tracked and support put in place in good time for the prisoner's release.
- 3.64 The OMU now systematically contacted community offender managers if prisoners' multi-agency public protection arrangements (MAPPA) levels had not been set early enough. In most of the cases we checked, this problem was rectified promptly when identified.
- 3.65 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

There was a very high level of illicit drug use in the prison, which was linked to violence, debt and deaths in custody. Remedial action was not sufficiently comprehensive or coordinated.

#### **Insufficient progress**

Efforts to prevent self-harm were hindered by night staff not carrying ligature knives, lacking awareness of the needs of vulnerable individuals or the location of automatic external defibrillators. Cell observation panels were not kept clear.

#### **Insufficient progress**

The key working scheme was not well established. Only about a third of scheduled appointments were delivered and records showed that they rarely focused on progression goals.

#### **Insufficient progress**

Many cells were poorly ventilated and could become very hot. The ventilation screens in many cells were either blocked or painted shut.

#### **Good progress**

Prisoners had poor access to health services because of weaknesses in the application process and poor organisation of prison officer escorts to health care.

#### **Good progress**

Prisoners could not progress through their sentence and achieve their targets. Reasons included poor availability of offending behaviour interventions, a lack of progressive transfer opportunities and a severely understaffed offender management unit.

#### **Insufficient progress**

Information-sharing and subsequent planning to support public protection were weak. High-risk prisoners due for release were not discussed at the interdepartmental risk management team meeting and concerns that should have been addressed before release were not adequately managed.

#### **Good progress**

### Ofsted themes

What actions had leaders and managers taken to ensure that the prison was adequately fulfilling its core function as a training establishment? The range, quantity and quality of education, skills and work were deemed inadequate to meet the needs of prisoners at the last inspection.

#### **Insufficient progress**

What actions had leaders and managers taken to implement a curriculum that met the needs of the prison population? At the last inspection, few prisoners could study towards accredited qualifications or have their personal and employability skills developed and recognised to support successful transition to another prison or release.

**Reasonable progress**

What actions had leaders taken to ensure that all prisoners were able to attend well-planned purposeful activity places that contributed to the fulfilment of plans to meet their future goals?

**Insufficient progress**

What actions had leaders taken to make sure that all prisoners with low English and mathematics skills levels, and those with special educational needs, received the help they needed? At the last inspection, strategies in place had failed to achieve their aim of raising prisoners' participation in reading.

**Reasonable progress**

What actions had leaders taken to ensure that workshop instructors used information about prisoners' existing levels to plan sessions which would help them develop valuable employability skills? Too often instructors focused on meeting production targets rather than providing training to prisoners.

**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.hmiprisons.justiceinspectorates.gov.uk/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 July 2023 for further detail on the original findings (available on our website at <https://www.hmiprisons.justiceinspectorates.gov.uk>).

### 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:

Hindpal Singh Bhui	Team leader
Sumayyah Hassam	Inspector
Martin Kettle	Inspector
Chelsey Pattison	Inspector
Sarah Goodwin	Health and social care inspector
Malcolm Bruce	Ofsted inspector
Dave Everett	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.

### **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.

### **MAPPA**

Multi-Agency Public Protection Arrangements: the set of arrangements through which the police, probation and prison services work together with other agencies to manage the risks posed by violent, sexual and terrorism offenders living in the community, to protect the public.

### **Offender management in custody (OMiC)**

The Offender Management in Custody (OMiC) model, which has been rolled out in all adult prisons, entails prison officers undertaking key work sessions with prisoners (implemented during 2018–19) and case management, which established the role of the prison offender manager (POM) from 1 October 2019.



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