



Report on an independent review of progress at

## **HMP YOI Hindley**

by HM Chief Inspector of Prisons

5–7 August 2024



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# Section 1 Chief Inspector’s summary

- 1.1

Located near Wigan, and almost equidistant between Liverpool and Manchester, Hindley is a category C training and resettlement prison for up to 600 adult and young adult men, of whom about a third are aged under 25. With approximately 60 new arrivals a month, the prison manages a considerable turnover of prisoners, with the length of stay for nearly 80% of the population at the time of this visit being six months or less. A fifth of the population were prisoners on licence recall, as well as many with known links to organised criminal gangs.
- 1.2

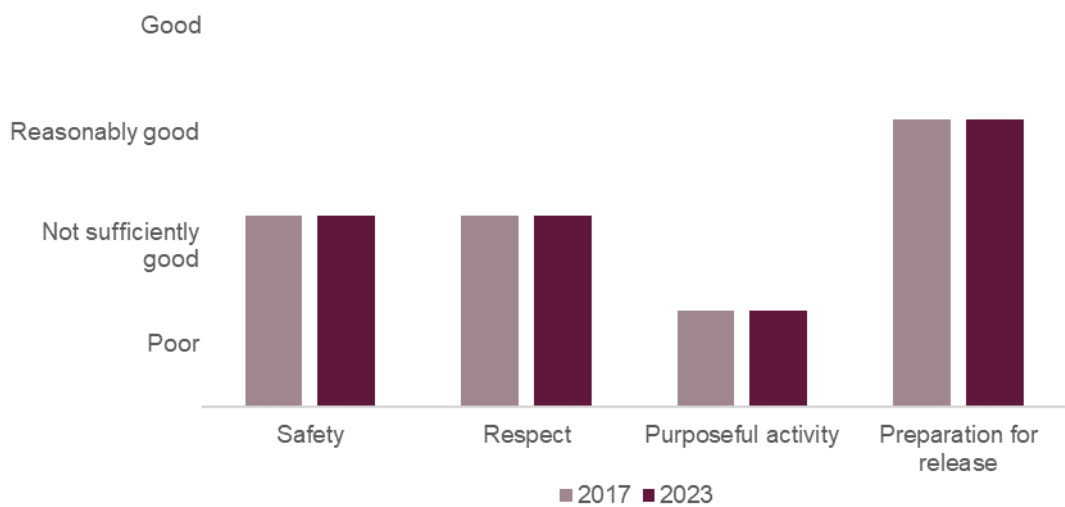
This review visit followed up on the concerns we raised at our last inspection of HMP Young Offender Institution (YOI) Hindley in December 2023.

## What we found at our last inspection

- 1.3

At our previous inspection of HMP YOI Hindley in 2023, we made the following judgements about outcomes for prisoners.

Figure 1: HMP YOI Hindley healthy prison outcomes in 2023



- 1.4

At our last full visit in December 2023, Hindley was facing serious staffing challenges. The rate of attrition of officers was in the top 10 of prisons nationally, and a high number were leaving within their first year of employment. More than 40% of basic grade officers had less than one year’s experience, and 58% had less than two.
- 1.5

This very inexperienced cohort of officers were managing a very challenging population. A large proportion of prisoners had links to organised crime, and there were high levels of violence and self-harm. More than half of prisoners tested positive for illegal drugs during random drug testing. Unsurprisingly, staff lacked confidence in challenging the frequently poor behaviour we observed.

- 1.6 Time out of cell was limited and there were not enough activity places for the prison population. Almost a third of prisoners were unemployed and 28% were in part-time jobs. Unemployed men typically had less than three hours a day out of their cells.
- 1.7 Accommodation at Hindley was cramped and a fifth of prisoners lived in overcrowded conditions. The showers lacked ventilation and common areas were mouldy and dirty. The prison, built in the 1960s and extended in the 1980s, was showing its age and needed investment, including to upgrade physical security, which would help to reduce the influx of drugs. However, the prison's radical rebuild and expansion programme, which included essential improvements, had been delayed until at least 2027.

### **What we found during this review visit**

- 1.8 At this review visit, we found reasonable progress in three areas of concern, and insufficient progress in five. Ofsted found reasonable progress against two of its themes and insufficient progress against one.
- 1.9 While there had been some limited investment to improve the prison's infrastructure, many prisoners continued to live in poor, overcrowded accommodation areas that required much-needed improvement.
- 1.10 It was commendable that reported rates of violence had reduced during the previous six months compared with the same period before the inspection. Leaders had consulted well with prisoners and staff. Although retention remained challenging, staff, in particular frontline prison officers, had grown in confidence. We observed staff who were more engaged with men and able to challenge unacceptable behaviour to keep prisoners safe.
- 1.11 However, the ingress of illicit items remained a significant concern. Mandatory drug test data indicated that the positive test rate was higher than at our inspection and remained the highest of all prisons in England and Wales. While some positive action had been taken to address the use of illicit drugs, much of this was very recent and had yet to make any discernible impact.
- 1.12 There had been a concerning increase in reported incidents of self-harm. Leaders were able to attribute some of this increase to the small number of prolific self-harmers who received good support, and we were assured that work was being done to support more vulnerable prisoners. Conversely, since the inspection, rates of self-harm have remained much higher than most other similar prisons.
- 1.13 A new core day had been introduced shortly before our visit, which provided some limited additional time in the open air. It also provided incentives for prisoners to participate in activities by offering additional evening association for full-time workers and those on enhanced privileges.

- 1.14 While the core day showed promise, Ofsted found that there were still too few activity spaces to fulfil the role of a category C resettlement and training prison. This meant that around half the population did not get enough time out of cell.
- 1.15 It was more positive that action had been taken to improve the quality and challenge of prison work. This included a system of personal development reviews to support prisoners' employability prospects. Similarly, there had been clear efforts to improve the offer of enrichment activities across the prison, although not enough prisoners were participating yet.
- 1.16 It was clear that the governor, the wider leadership team, and many staff had been working hard to make improvements at Hindley over the eight months since the inspection. This was reflected in the prison's self-assessment report, which provided an accurate position statement of progress over the previous eight months. However, despite support for the governor and her leadership team from the prison group director, much-needed capital funding to improve the infrastructure, particularly the older accommodation on A to D wings, had not been forthcoming from senior leaders in HMPPS.
- 1.17 The lack of investment at Hindley, which we have highlighted in successive reports over the last decade, was not just limited to prisoners' living accommodation. Employment, work, and skills facilities, as well as vital security infrastructure, all require urgent attention. Inevitably, until adequate financial investment is secured to provide the upgrades to accommodation, physical security, and activity areas that are required, the prison will struggle to make significant improvements, despite the effective leadership of the governor.

**Charlie Taylor**

HM Chief Inspector of Prisons

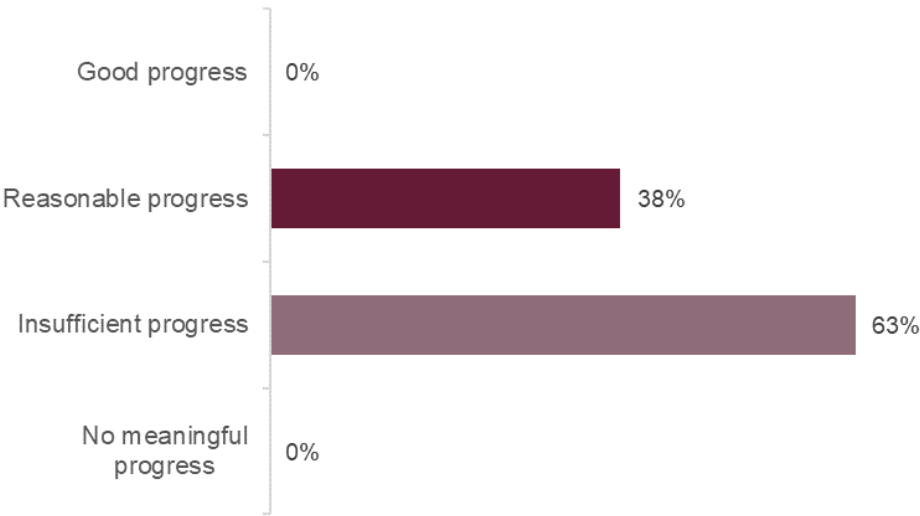
August 2024

## Section 2 Key findings

- 2.1 At this IRP visit, we followed up eight concerns from our most recent inspection, in December 2023, and Ofsted followed up three themes based on its latest inspection.
- 2.2 HMI Prisons judged that there was reasonable progress in three concerns, and insufficient progress in five concerns.

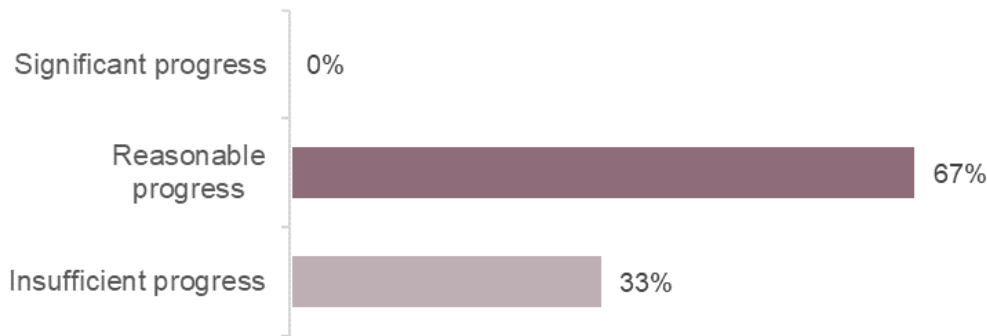
**Figure 2: Progress on HMI Prisons concerns from December 2023 inspection (n=8)**

This bar chart excludes any concerns that were followed up as part of a theme within Ofsted’s concurrent prison monitoring visit.



Ofsted judged that there was reasonable progress in two themes and insufficient progress in one theme.

**Figure 3: Progress on Ofsted themes from progress monitoring visit (n=3)**



# Notable positive practice

2.3 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.

2.4 Inspectors found one example of notable positive practice during this IRP visit, which other prisons may be able to learn from or replicate. Unless otherwise specified, positive practice examples are not formally evaluated, are a snapshot in time, and may not be suitable for other establishments. They show some of the ways our expectations might be met but are by no means the only way.

Example of notable positive practice		
a)	The Salam Project was a good innovation that offered support to prisoners in crisis. It took place on a Sunday, when prisoners were normally locked up, and provided some break from the monotony of the prison routine.	See paragraph 3.2

## 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.

### Leadership

**Concern:** The prison's infrastructure was in a poor condition and investment was needed from HM Prison and Probation Service to deliver improvements. Examples included the general environment and very cramped accommodation, the old kitchen, the physical security of the prison, and a need to increase workshop space.

- 3.1 It was positive that, since the full inspection, there had been investment to improve fire safety alarm systems, repair the roofing of the activities building, and replace cell windows on E and F wings (see paragraph 3.18 and concern on drugs). It was also commendable that the leadership team had reviewed local financial control systems to support investment in small-scale work programmes.
- 3.2 Nevertheless, Hindley continued to manage a complex population with high levels of churn. Due to national population pressures across the prison estate, the number of prisoners held at Hindley had not been reduced which inhibited the improvement of dilapidated prisoner accommodation.
- 3.3 The leadership team had identified infrastructure, such as accommodation areas in A to D wings, and other original areas of the prison build, that required immediate attention. The governor had submitted capital bids to senior leaders in HMPPS and the Ministry of Justice, but funding had not been forthcoming to make the much-needed improvements to the prison's living accommodation to bring it up to an acceptable standard.
- 3.4 Work to introduce new accommodation no earlier than 2027 still did not include any funding to upgrade older residential living areas. It was also concerning that some key aspects of the planned accommodation were being removed from the original proposals to reduce costs. The proposed construction of new accommodation, while welcome, will further frustrate prisoners located on A to D wings, who have to persevere in small, cramped cells that were originally designed as borstal rooms. If not addressed, this will inevitably create future issues for leaders and staff.
- 3.5 Similarly, despite concerns from the HMPPS risk and capability unit that weaknesses in the security systems were potentially allowing illicit items to be brought into the prison, funding provided was not sufficient to complete the required work.



- 3.6 Notwithstanding consecutive inspection reports for the last decade highlighting the deficiencies and unacceptable living conditions of the older accommodation, HMPPS's response to the concerns raised at the last full inspection was simply "the delivery of substantial refurbishment replacement is unlikely to be feasible for several years".
- 3.7 We considered that the prison had made insufficient progress against this concern.



Poor quality accommodation (left) and cell window on B wing (right)

## Safety

**Concern:** Levels of violence were very high, driven to a great extent by significant quantities of illegal drugs and a poor regime.

- 3.8 The reported rate of violence both between prisoners and against staff had reduced when compared with the same period before the full inspection. Rates of assaults between prisoners were down from 209 per 1,000 prisoners to 165 (21%). The rate of assaults against staff had dropped to a greater extent, from 99 per 1,000 prisoners to 56 (43%).
- 3.9 Nevertheless, while these reductions were welcome, overall rates of violence remained high when compared with all other adult male prisons in England and Wales.
- 3.10 Every violent incident was investigated thoroughly, but the safety staff, who were the primary drivers of this work, were regularly cross-deployed (in the first four days of August 2024 alone, safety officers had been cross-deployed for 44 hours to other work areas, nearly half their available time). This meant that many identified actions to address the underlying causes of the incident following investigation were delayed, and their effectiveness reduced.

- 3.11 Consultation with prisoner groups was good and there had been a recent safety summit with both prisoners and staff to help leaders understand the concerns and learn from the ideas of those who lived and worked at Hindley (see paragraph 3.35 and concern on relationships). Subsequently, leaders had a better understanding of the causes of violence. They had used this information to inform a safety action plan and had made progress in implementing it.
- 3.12 The range of safety meetings we usually see in adult male prisons had been increased. A local meeting, referred to as the 'TRIO', had been introduced, which brought together security, safety, and the substance misuse provider, as well other key agencies such as mental health. This meeting reviewed a range of data, as well as newly identified trends and any prisoners with complex support needs. Information was shared effectively, to support the development of suitable plans to reduce violence further.
- 3.13 Leaders had also introduced some encouraging interventions, such as work with Unity Radio to support young adults involved in gang activity towards pro-social employment.
- 3.14 There was a strong focus on rewarding positive behaviour; for example, prisoners who were not involved in violence for the month could access things like the decency shop, where they could buy items not available from the traditional prison ordering system. There were also events such as the recent Pride Day, when musicians were brought in and activities took place. During this visit, there was an impressive celebration event for Listeners that involved both their families and members of staff. Prisoners told us that they valued these events, which encouraged them to behave in a more pro-social manner.
- 3.15 We considered that the prison had made reasonable progress against this concern.



**Listeners' celebration event**

**Concern:** The availability and use of illicit drugs posed a critical threat to the security of the prison, contributing to prisoner debt, bullying and fear. The positive drug testing rate at Hindley was the highest of all prisons in England and Wales and work so far to tackle this crisis had achieved minimal impact.

- 3.16 The reported rate of positive random drug tests had continued to increase; for the previous six months it was now 59% compared with 55% over the same period before the inspection. In April, 23 out of the 30 random tests recorded positive, a rate of 77%. At the time of the visit, this was the highest reported positive rate in a random mandatory drug test of any adult male prison in England and Wales.
- 3.17 The prison had an informed strategy and action plan, and leaders had recently taken some significant action; there had been a full lock-down search of the prison, which removed significant quantities of contraband, suspicion testing had restarted, and the tariff of punishments for those found guilty of taking drugs at adjudication had been reviewed to provide a greater deterrent.
- 3.18 Leaders had also completed a strategic accommodation review, to relocate the induction and incentivised substance free living units. This enabled them to locate those at most risk of involvement in illicit substances in more secure accommodation, such as E and F wings, where there had been a full window replacement (see photos on page 13).

- 3.19 Leaders had recently implemented a drug strategy improvement board. The board held its inaugural meeting shortly before the visit and was attended by senior leaders and advisers from HMPPS HQ, who brought additional skills and experience to assist the internal team. A crime in prisons officer was also being recruited. All of this showed promise, but it was too soon for these positive developments to show any impact on addressing the significant drug issue at the prison.
- 3.20 There were good working relationships with the substance misuse provider; prisoners charged with a drug-related offence while in the prison were always referred to them. They had a wide range of interventions available to prisoners, including an incentivised drug-free living wing, a recovery unit with clinical support and several different groups that prisoners could attend.
- 3.21 Partnership working with HMPPS search teams and Greater Manchester Police remained in place. Key threat meetings had been established to share information about the supply of illicit drugs into the prison.
- 3.22 Drones had been identified as an increasing risk for the ingress of illicit drugs. With support from HMPPS, a drone strategy had been developed, but its effectiveness was hampered by the availability of staff.
- 3.23 Older accommodation areas that had not received any capital investment also had broken windows, which prisoners used to access illicit items (see paragraphs 3.3 and 3.5 and photos on page 13).
- 3.24 There was no suitable enhanced gate security (EGS), such as adequate technology to search staff and visitors entering the prison to prevent the possible ingress of illicit items. Such EGS arrangements are now well embedded in many other similar prisons, and the lack of investment in such physical security arrangements at Hindley clearly presented a significant risk and undermined the efforts of prison leaders to reduce the supply of illicit items.
- 3.25 We considered that the prison had made insufficient progress against this concern.





**Damaged window on A wing**



**New replacement windows on F wing**

**Concern:** Self-harm was high and was increasing. In the last 12 months, there had been 494 incidents of self-harm, which placed Hindley in the top three among comparable prisons.

- 3.26 The number of reported self-harm incidents had increased; in the six months before our last inspection, there had been 244 (411 per 1,000 prisoners); in the six months before this visit, the figure had risen to 339 (572 per 1,000 prisoners – an increase of 39%).
- 3.27 While leaders could evidence that some incidents were due to complex individuals who were prolific self-harmers (see paragraph 3.30 below), and data indicated that incidents of self-harm had begun to decline since April, the number of incidents of reported self-harm over the previous six months was still among the highest of all similar prisons.
- 3.28 Following the safety summit (see paragraph 3.11), leaders had developed a broad understanding of the reasons for self-harm, which included frustrations related to the regime and lack of access to good-quality, purposeful activities. During our visit, 12 prisoners were being supported by the Assessment, Care in Custody and Teamwork system (ACCT, see glossary), and while most had the option of engaging in some form of activity, four had chosen not to attend so remained in their cell during the working day. More positively, the safety team prioritised prisoners supported by ACCT who had no employment for additional activities and support groups such as access to the weekly Salam Project (see paragraph 3.32).
- 3.29 Despite regular quality assurance, some of the care maps and associated action plans to help support prisoners in crisis when subject to ACCT were not always effective in evidencing the support provided. We found one example where the care map was missing, and others with generic actions that were incomplete. Conversely, electronic case entries for those on ACCT evidenced regular levels of contact by managers, and documented interventions to support the individual at risk. Prisoners that we spoke to who were managed by ACCT were mostly positive about the support they had received.
- 3.30 Leaders told us that a significant amount of the increase in self-harm was due to a small number of prolific self-harming prisoners (see paragraph 3.27 above). These prisoners required greater levels of support and were well cared for. We found examples of family involvement and mental health team intervention, both of which had contributed to reductions in self-harm for some of these prisoners.
- 3.31 The self-harm action support committee had recently been introduced. Safety staff and the mental health team attended, and the meeting had begun to provide a good foundation for monitoring and identifying additional support for those in crisis more effectively.
- 3.32 There were also several support groups in place, the Listeners were well promoted and there were appropriate numbers of peer mentors available. A therapy dog had recently been introduced and the Salam

Project (a youth outreach and mentoring social enterprise) ran self-harm well-being groups on Sundays, which also supported prisoners by providing additional time out of their cell. Likewise, Epic Hope, a not-for-profit organisation that provided suicide prevention support in the local area, had delivered training for staff and prisoner peer mentors.

- 3.33 While the developments implemented by leaders and the safety team showed promise and there were some good cases of individual support for complex cases, the levels of self-harm, which were sometimes correlated with a lack of regime, remained a concern.
- 3.34 We considered that the prison had made insufficient progress against this concern.

## Respect

**Concern:** Prison officers were not maintaining effective relationships with prisoners. There was a high level of inexperience, and too many staff lacked confidence in enforcing basic standards and did not challenge low-level poor behaviour. Not enough key work (see Glossary) was delivered, and for some prisoners it was not happening at all.

- 3.35 Relationships between staff and prisoners on the wings had noticeably improved since the full inspection. We observed more settled wings, and staff that were generally confident in challenging poor behaviour.
- 3.36 Almost all prisoners we spoke to were positive about the officers and managers on their residential units, and no longer reported frustrations about inconsistent treatment.
- 3.37 Leaders had worked to address the attrition of frontline prison staff, and, while the resignation rates of band 3 to 5 staff (prison officers, supervising officers and custodial managers) were still high at 14%, the data evidenced a downward trend. The number of officers with less than two years' experience had also reduced, by 11%, since the full inspection.
- 3.38 Leaders had also communicated with and consulted prisoners well, particularly about improvements to safety (see paragraph 3.11, safety summit), changes to the daily regime, and food. This also helped to alleviate frustrations.
- 3.39 Since the inspection, the national standards coaching team had visited the prison to hold training sessions with staff, focusing specifically on building officers' confidence and knowledge in handling common residential issues. While this had led to some notable improvement in staff confidence, some staff and prison leaders said that the coaching team was not always sufficiently visible on the wings where the most development was needed.
- 3.40 Leaders had also increased the number of supervising officers (SOs) on residential units to ensure staff were better supported, and there

had been two dedicated days of training for this small group. During the inspection, we saw good, visible leadership from SOs and custodial managers. Relatively inexperienced officers told us they felt well supported.

- 3.41 However, not enough key work was being delivered, and leaders' plans to make sure that all prisoners received at least one key work session a month was undermined by a shortage of available operational staff. This meant that many prisoners did not have a named member of staff who knew and understood their needs and who could address their issues beyond immediate day-to-day concerns.
- 3.42 We considered that the prison had made reasonable progress against this concern.

**Concern:** Many prisoners complained about the quality of the food, and in our survey, a quarter said they did not get enough to eat.

- 3.43 Since the inspection, there had been some good consultation with prisoners about food, and the catering manager was clearly visible around the prison. He also held monthly food forums, attended prisoner council meetings, and had carried out two food surveys. Records of meetings showed that many of the prisoners' suggestions had been implemented, such as fewer jacket potatoes on the menu, a range of new dishes added, and a calendar of special themed menus.
- 3.44 Portion sizes had been increased since the inspection, as had the per-head food budget.
- 3.45 Nonetheless, many prisoners we spoke to remained dissatisfied with the food, saying that the hot food didn't always taste fresh, that they didn't get enough protein or calories, and that the cold lunch packs were too small. It was more positive that leaders were able to demonstrate that the number of complaints submitted about food had reduced since the inspection.
- 3.46 Leaders acknowledged that issues with suppliers meant that prisoners did not always receive the items on the menu, and that the kitchen was not adequately equipped to ensure that all food was cooked immediately before serving, meaning that sometimes chips or wedges had to be cooked earlier in the day. A new kitchen was planned as part of the prison expansion project but would not be operational for at least another three years.
- 3.47 There were still too few opportunities for prisoners to cook for themselves, and much of the dissatisfaction with the food provided by the prison was that prisoners had no other alternative. Most wings had a working toaster and microwave, and a couple had hot plates, all of which prisoners appreciated. However, this equipment was to be shared among the around 80 prisoners on some wings, and limited time out of cell meant that most prisoners did not have the opportunity



to use it. Prisoners told us this was a considerable cause of frustration and sometimes led to disagreements with their peers.

- 3.48 We considered that the prison had made reasonable progress against this concern.



**Typical weekday evening meals**

**Concern:** Arrangements to deal with prisoner applications and requests were weak and unaccountable. The timeliness and quality of responses were not, for example, monitored effectively.

- 3.49 Since the inspection, the role of prisoner information desk workers had been better embedded. They received regular training sessions, were known to their peers, and were confident in their roles. They also had access to a directory of services and information, which they could use to support their peers and resolve issues on the wing without submitting a formal application.
- 3.50 Prison officers had also received training from the standards coaching team to help them quickly resolve prisoners' immediate issues and to avoid an over-reliance on the application system (see paragraph 3.39 and concern on relationships – standards coaching).
- 3.51 However, the application system itself was still not fully effective and remained a source of significant frustration for prisoners. Although the logging of applications was now more consistent, they were still not monitored for timeliness or the quality of the responses. Not all officers were aware of the new processes, which led to delays in prisoners receiving responses.

- 3.52 We considered that the prison had made insufficient progress against this concern.

## Purposeful activity

**Concern:** Prisoners spent far too long locked up. The regime offered too little time out of cell, especially for the unemployed. Many prisoners, particularly those in full-time employment, did not have sufficient time out of their cells for domestic routines, or to take part in outdoor exercise.

- 3.53 A new core day had been introduced one month before our visit. The change was communicated well to prisoners, who were all aware of the new unlock and lock-up times, and these times were generally kept to.
- 3.54 The new regime allowed for an additional 30 minutes of time outdoors for all prisoners, and an hour of evening association for full-time workers and those on the enhanced level of the incentives scheme.
- 3.55 However, prisoners still spent far too much time locked up. In our roll checks, 57% of prisoners on the main residential units were locked up during the core day.
- 3.56 Around a fifth of those locked up were prisoners who had been allocated to activities but were unable to attend, through no fault of their own. This was because the workshops and classrooms were closed due to staff absences. Some of these were planned and others were due to sickness.
- 3.57 Although the new regime allowed full-time workers to spend up to nine hours and 15 minutes out of their cells, there were too few full-time purposeful activity spaces for this to affect more than a minority of prisoners.
- 3.58 Unemployed prisoners (around a third of the population) still could only spend around two hours out of their cell.
- 3.59 We considered that the prison had made insufficient progress against this concern.



One of several empty classrooms during the core day

## 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 there were sufficient work, skills or education places for the population. And to make sure that those places that were available were all allocated?**

- 3.60 Leaders and managers had initiated actions to increase purposeful activity spaces for prisoners, in the last six months since the previous inspection. They had also taken steps to ensure that the places available were fully allocated to prisoners.
- 3.61 Leaders' actions had led to a modest increase in places available to engage more prisoners in purposeful activities. For example, increasing the available spaces in industry workshops and opening a new one for food packing. In education, managers had established a new

construction skills workshop and increased spaces available on life skills, English and mathematics courses.

- 3.62 In addition, managers had initiated links with employer groups to provide opportunities for future prisoner employment and training. For example, working with National Highways and their supplier companies, to provide a pathway for prisoners wishing to work on road construction and repair. This had led to several prisoners securing employment opportunities for release.
- 3.63 However, the overall increase in activity places for prisoners had been marginal since the previous inspection, with only enough places to engage 71% of the prison population in full-time purposeful activity. This left too many prisoners unable to develop the necessary employability skills that they needed and for the prison to fulfil its role as a Category C resettlement and training prison, preparing them for release and future work.
- 3.64 This lack of available purposeful activity spaces was in part a result of Hindley prison having large education facilities and too few dedicated and training areas appropriate for the prisoners to develop their skills and working behaviours, in preparation for future work on release.
- 3.65 To improve the allocation of available activity places managers had increased staffing. This had resulted in an improved tracking and application process, as well as better promotion of activity vacancies to prisoners. As a result, attendance at allocated sessions had improved.
- 3.66 Ofsted considered that the prison had made insufficient progress against this theme.

## **Theme 2: What actions had leaders and managers taken to effectively ensure that prison work was of a high quality?**

- 3.67 Leaders and managers had taken actions to improve the quality of prison work by establishing job descriptions matched to nationally agreed employability skills. To support this, they had implemented a system of personal development reviews for prison workers, to monitor the quality of the employability skills and behaviours that prisoners developed in their work roles.
- 3.68 While the personal development reviews were not yet fully implemented and embedded with all those prisoners involved in prison specific work, it had been well received by those prisoners that had participated in the new process.
- 3.69 In addition, managers had introduced a new differentiated pay policy that recognised prisoners' responsibilities and differing roles, to facilitate prisoner progression in their work and promotion to higher status jobs through their experience and skills development.

- 3.70 Prisoner involvement in the newly ascribed job roles was positive, particularly on the accommodation wings. For example, most of the prisoner team leaders responsible for the wing cleaning teams were enthusiastic, when developing the process with their colleagues, taking care in the skills they were developing and having pride in the cleanliness of their wing and the work of their teams. This was often reflected in the team members' attitudes to keeping the accommodation and servery areas to high standards of both cleanliness and liveable conditions. Orderlies observed in the Gym had also begun tracking their skills development effectively to the agreed employability standards. As on the wings, this was agreed in joint discussions with their supervising officers relating to the work they had completed and skills they were developing.
- 3.71 As a result, most prisoners observed carrying out prison work were fully engaged and taking pride in the work they were completing. They developed employability skills and behaviours, which would support them in readiness for release.
- 3.72 Ofsted considered that the prison had made reasonable against this theme.

**Theme 3: What actions had leaders and managers taken to increase enrichment activities with which to engage prisoners?**

- 3.73 Since the previous inspection, leaders and managers, had increased the opportunities for prisoners to engage in enrichment activities. For example, through further developing the reading strategy to foster a greater opportunity for reading in the prison and with family members, paternal classes, charity work, family days and a chess club.
- 3.74 Managers had improved information of alternative short courses and all other enrichment activities taking place, through in cell TV and the prisoner information desk workers. In addition, managers had engaged well with the local community and a range of stakeholders to provide support and advice to prisoners. These stakeholders included groups such as mental health charities, employers and public services. They provided more enrichment to engage the unemployed and those refusing to work. For example, the Prevention in Prisons Programme, a 1 day-a-week course over 3 months, facilitated by the Fire Service, focused on fire drills and physical tests which were designed to provide an insight into working in the Fire Service and increase the participants self-esteem.
- 3.75 As a result of the increased enrichment, prisoners cited the positive impact these activities had on their mental health, raising levels of self-confidence, providing a purpose and routine to their day, and opportunities to take on additional responsibilities. For example, prisoners working in the welfare garden looking after animals and plants and participating in family organised events.

- 3.76 In addition, engagement in enrichment had increased by almost half since the previous inspection. However, the level of recorded participation in enrichment activities remained low within the overall population and inconsistent across the range of activities. Many of the activities were still being developed, though gaining increasing interest from the prisoners, particularly those not already engaged in purposeful work.
- 3.77 Ofsted considered that the prison had made reasonable progress against this theme.



## 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**

The prison's infrastructure was in a poor condition and investment was needed from HM Prison and Probation Service to deliver improvements. Examples included the general environment and very cramped accommodation, the old kitchen, the physical security of the prison, and a need to increase workshop space.

#### **Insufficient progress**

Levels of violence were very high, driven to a great extent by significant quantities of illegal drugs and a poor regime.

#### **Reasonable progress**

The availability and use of illicit drugs posed a critical threat to the security of the prison, contributing to prisoner debt, bullying and fear. The positive drug testing rate at Hindley was the highest of all prisons in England and Wales and work so far to tackle this crisis had achieved minimal impact.

#### **Insufficient progress**

Self-harm was high and was increasing. In the last 12 months, there had been 494 incidents of self-harm, which placed Hindley in the top three among comparable prisons.

#### **Insufficient progress**

Prison officers were not maintaining effective relationships with prisoners. There was a high level of inexperience, and too many staff lacked confidence in enforcing basic standards and did not challenge low-level poor behaviour. Not enough key work (see Glossary) was delivered, and for some prisoners it was not happening at all.

#### **Reasonable progress**

Many prisoners complained about the quality of the food, and in our survey, a quarter said they did not get enough to eat.

#### **Reasonable progress**

Arrangements to deal with prisoner applications and requests were weak and unaccountable. The timeliness and quality of responses were not, for example, monitored effectively.

#### **Insufficient progress**

Prisoners spent far too long locked up. The regime offered too little time out of cell, especially for the unemployed. Many prisoners, particularly those in full-time employment, did not have sufficient time out of their cells for domestic routines, or to take part in outdoor exercise.

#### **Insufficient progress**

## **Ofsted themes**

Leaders and managers had failed to ensure there were sufficient work, skills or education places for the population. This was compounded by a failure to make sure that those places that were available were all allocated.

### **Insufficient progress**

Leaders and managers did not effectively ensure that prison work was of high quality.

### **Reasonable progress**

There were few enrichment activities with which to engage 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: [Expectations – HM Inspectorate of Prisons \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk)

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 [Our reports – HM Inspectorate of Prisons \(justiceinspectorates.gov.uk\)](https://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:

Ian Dickens	Team leader
David Foot	Inspector
Lindsay Jones	Inspector
Malcolm Bruce	Lead Ofsted inspector
Andrew Thompson	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.

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

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

### **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.

### **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. On 31 March 2021, a specific OMiC model for male open prisons, which does not include key work, was rolled out.

**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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