



Report on an independent review of progress at

HMP Five Wells

by HM Chief Inspector of Prisons

4–6 November 2024



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Section 1 Chief Inspector’s summary

- 1.1

HMP Five Wells is a new prison built on the site of the former HMP Wellingborough and is operated by the private company G4S. It opened in February 2022 as an adult male category C resettlement prison and currently holds around 1,700 prisoners. The role of the prison recently changed to include a training function, and the number of prisoners held who are convicted of sexual offences (PCoSOs) had increased to more than 900. This population was being integrated across the seven residential units.
- 1.2

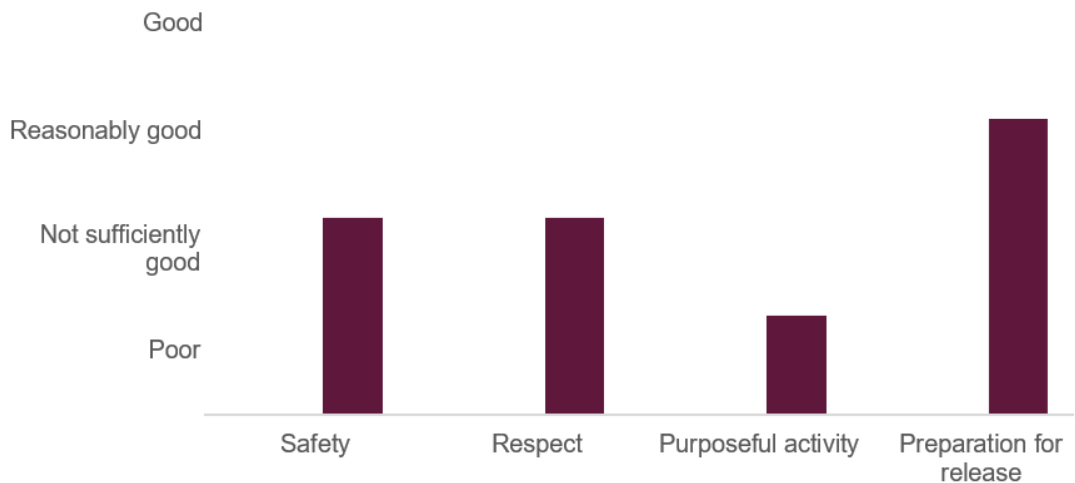
This review visit followed up on the concerns we raised at our last inspection of HMP Five Wells in January 2024.

What we found at our last inspection

- 1.3

At our previous inspections of HMP Five Wells in January 2024, we made the following judgements about outcomes for prisoners.

Figure 1: HMP Five Wells healthy prison outcomes in January 2024



- 1.4

At our inspection in January 2024, which was the prison’s first following two years of operation, it was clear that leaders and staff had contended with some considerable challenges, not least of which was an instability of leadership. The appointment of the prison’s third director since opening had, however, brought greater order and control, and incidents of violence were falling.
- 1.5

Drugs, though, remained a huge problem, and the rate of self-harm in the prison was high. Arrangements to support those in crisis and tackle self-harm still needed to be more robust. There were also problems with staff attrition, concerns over staff confidence and capability, as well as general weaknesses in the quality of governance and oversight.
- 1.6

While unlock arrangements were better than at some other resettlement prisons, the regime remained limited and work to promote fairness and equality needed greater priority. Many prisoners were only employed part-time, and too few left the wings to engage in anything

purposeful. The quality of education, skills and work was not good enough; our colleagues in Ofsted judged the overall effectiveness of provision as 'inadequate', their lowest assessment. There were also deficiencies with health care provision and our partner, the Care Quality Commission (CQC), issued 'requirement to improve' notices following the inspection.

- 1.7 I acknowledged at the time that the opening of a new prison is one of the toughest challenges in prison management and that it would be unrealistic to expect that all would be perfect. Our inspection noted the very real difficulties leaders had faced, but there was early evidence of a growing confidence and a better grasp of priorities. I concluded that stronger governance, oversight and supervision, the building of staff confidence and capability, and a more active and purposeful regime should become the focus.

What we found during this review visit

- 1.8 At this review visit, we found that a fourth director had been appointed and there was encouraging evidence of progress. Although strategic management of some functions was still not well developed, the new director was providing clear direction and strong oversight.
- 1.9 The staff group had gained in confidence and was being well supported by both leaders and first-line managers, who were now more visible on the wings. Key work (see Glossary) was developing, and support for prisoners involved in violence and antisocial behaviour had improved. Peer-led initiatives were now better supervised, and an ethos of rewarding positive behaviour was being instilled. Most prisoners were now engaged in purposeful activity and, following the recent entry of Novus as the education provider in place of Weston College, our colleagues in Ofsted found reasonable progress in the education, skills and work they reviewed.
- 1.10 Although improvements in health care had addressed the breaches of CQC regulations, we were concerned that some prisoners did not always receive their medication or attend hospital when necessary. Self-harm had increased and remained the highest of all similar prisons. Not enough had been done to understand the causes of both self-harm and violence, and the impact of the integration of PCoSOs remained a cause of anxiety for some prisoners. Inspectors were told about incidents of low-level bullying even on the enhanced wings.
- 1.11 Overall, we found some commendable progress, and firm foundations being set for a safer and more purposeful prison. At the next full inspection, we look forward to seeing further work by staff and leaders towards realising the prison's rehabilitative and resettlement purpose and potential.

Charlie Taylor
HM Chief Inspector of Prisons
November 2024

Section 2 Key findings

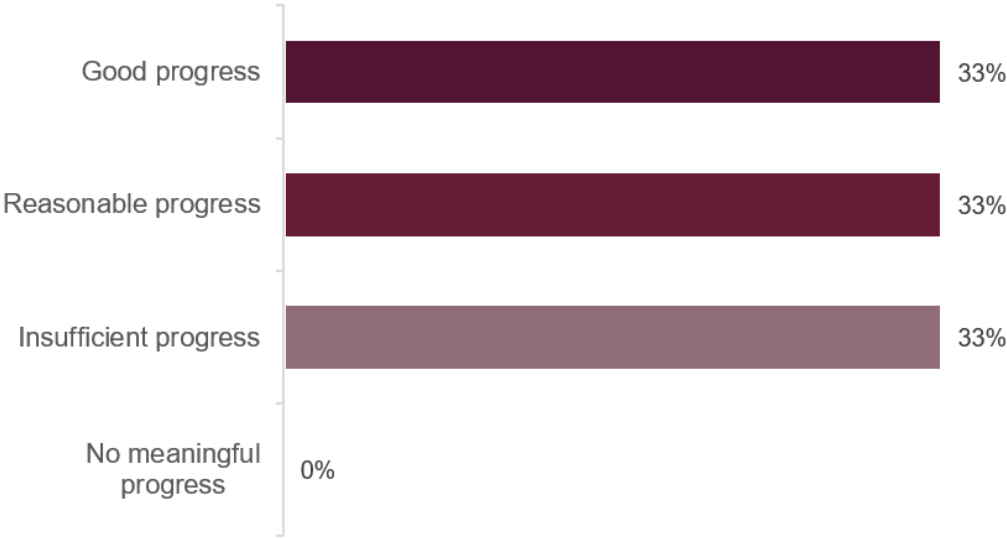
- 2.1

At this IRP visit, we followed up six concerns from our most recent inspection in January 2024 and Ofsted followed up four themes based on their latest inspection.
- 2.2

HMI Prisons judged that there was good progress in two concerns, reasonable progress in two concerns and insufficient progress in two concerns.

Figure 2: Progress on HMI Prisons concerns from January 2024 inspection (n=6)

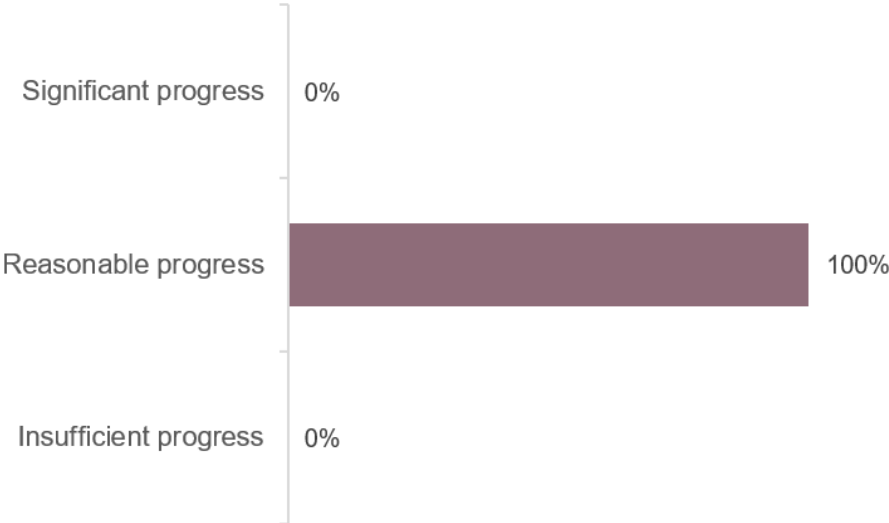
This bar chart excludes any concerns that were followed up as part of a theme within Ofsted’s concurrent prison monitoring visit.



- 2.3

Ofsted judged that there was reasonable progress in all four themes.

Figure 3: Progress on Ofsted themes from January 2024 inspection (n=4).



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 two examples of notable positive practice during this IRP visit, which other prisons may be able to learn from or replicate. Unless otherwise specified, these 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.

Examples of notable positive practice

a)	The peace and community engagement (PACE) support workers developed peer-led care plans with achievable targets for prisoners involved in antisocial behaviour.	See paragraph 3.10
b)	To encourage good behaviour, the incentives scheme included additional rewards for prisoners who had received positive comments from staff.	See paragraph 3.12

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 January 2024.

Leadership

Concern: Weak governance, poor use of data and a lack of clear strategies and action plans in key areas across the prison impeded progress in improving outcomes for prisoners. This included the strategic management of safety, oversight of use of force, and work to reduce reoffending and promote fair treatment.

- 3.1 Leaders had prioritised delivery against action plans to meet the requirements of five improvement notices issued by Ministry of Justice contract managers. These were to address elements of reduced performance identified with the prison's security, safety, staffing, education and the regime.
- 3.2 The new director provided strong governance, clear direction and effective daily oversight, but the strategic management of some functions was still not sufficiently well developed. The impact of the integration of prisoners convicted of sexual offences remained a cause of anxiety for some prisoners.
- 3.3 Safety strategies had not been updated since the last inspection and there was not enough understanding of the causes of self-harm and violence. Safety meetings continued to be poorly attended and not enough was being done to reduce self-harm and violence.
- 3.4 Oversight of use of force had improved, but not enough body-worn camera footage was retained to enable sufficient scrutiny of incidents where force had been used.
- 3.5 Although the prison still did not have a reducing reoffending strategy based on the up-to-date needs of the population, the governance of resettlement planning had improved. Since the last inspection, the prison had faced considerable challenges with changes to its role and its population, and the management of national early release schemes. We were told of plans to undertake a full needs analysis to inform the development of a strategy early in 2025, once changes to the composition of the population had been completed.
- 3.6 It was positive that a regular meeting had been introduced to oversee and coordinate resettlement work, but action planning tended to be reactive to immediate need rather than strategically aligned to plans.

- 3.7 There were now regular meetings to oversee work to ensure fair treatment and inclusion. However, there was still no strategy, informed by the up-to-date needs of the population, to clearly define the prison's vision and priorities for improving outcomes across all protected groups.
- 3.8 We considered that the prison had made reasonable progress in this area.

Encouraging positive behaviour

Concern: There was too little meaningful and regular support for prisoners involved in incidents of violence and antisocial behaviour.

- 3.9 Support for prisoners involved in violence and antisocial behaviour had improved, and most incidents were now investigated promptly. However, further work was needed to apply violence reduction processes more effectively. During our visit, staff understanding of behaviour management plans for individual prisoners was limited, and prisoners with plans were often unaware of their targets.
- 3.10 The proactive and well-supervised peer-led peace and community engagement (PACE) initiative had helped to reduce conflict on the wings, including through the use of mediation and peer-led care plans with achievable targets for prisoners involved in antisocial behaviour. The peer supporters provided support to both victims and perpetrators of violence, and the governance of the team was robust.



Two PACE peer supporters

- 3.11 The 'motivation and engagement unit' (MEU) had been redesigned and staff and managers now understood its purpose. Prisoners engaged in

antisocial behaviour were encouraged to take part in a four-stage behaviour-improvement process designed to reintegrate them into purposeful activity and prison life.

- 3.12 The prison had recently revised its incentives policy for prisoners with more emphasis on promoting positive behaviour. Positive staff entries on prisoners' case notes had more than doubled in recent months, and prisoners were rewarded for good behaviour through a range of enrichment activities. The prison had introduced additional rewards for prisoners based on the number of positive staff comments received. For example, for five positive comments they could order food from the prison café, and when they achieved 10 they received a congratulatory letter from the head of residence.
- 3.13 Although prisoner-on-prisoner violence had increased since the last inspection, it remained lower than for similar prisons. Assaults on staff however, had reduced by 29%.
- 3.14 We considered that the prison had made reasonable progress in this area.

Suicide and self-harm prevention

Concern: Self-harm incidents were very high and not enough was being done to reduce them. The quality of ACCT [assessment, care in custody and teamwork] management plans was poor and too many prisoners at risk of suicide or self-harm said that they did not feel cared for by staff.

- 3.15 The recorded rate of self-harm had increased by 27% since our inspection and remained the highest for similar prisons. There had been no self-inflicted deaths since the prison had opened.
- 3.16 In the last six months, there had been 26 serious self-harm incidents. Only 14 of these had been investigated, with investigations not always including conversations with the prisoners involved, and there had been little action to address identified learning.
- 3.17 There were fewer prisoners subject to ACCT case management who were on the 'basic' regime, and most who we spoke to were generally more positive now about the support they received from staff.
- 3.18 The very recent introduction of 'bright start' peer supporters, who provided additional help to those on ACCT case management, was a good initiative at an early stage.
- 3.19 The quality of ACCT documents had improved, but was often still not good enough. Reviews were now on time, and there were some consistent case management and multidisciplinary staff attendance at them. However, several care plans that we sampled were weak and, in some cases, there was no care plan at all. Daily summaries by staff of their interactions with prisoners on ACCT had improved and recorded

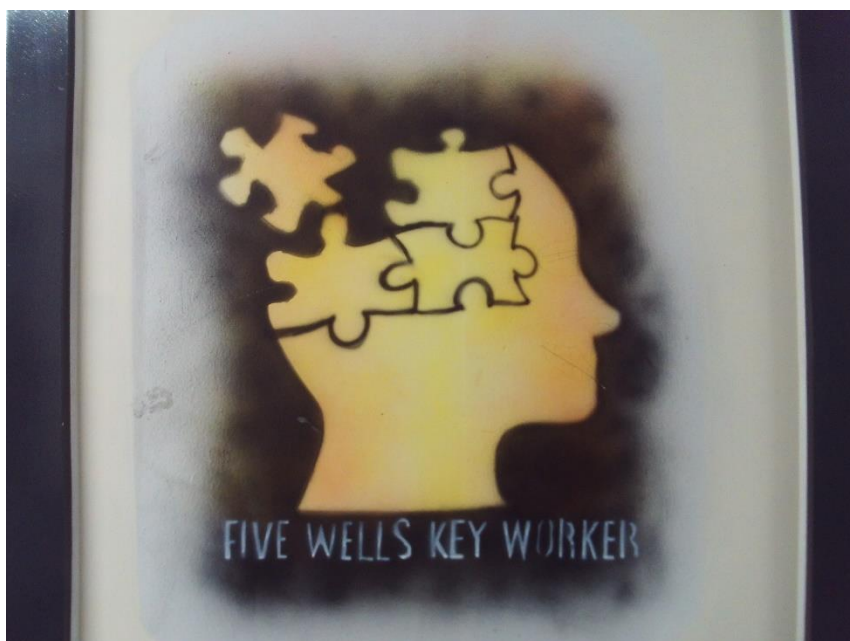
more meaningful conversations, but some were still not completed. Daily supervisor checks, however, were more consistent and identified most gaps in the process. There were also daily post-closure observations and interviews.

- 3.20 The number of Listeners (prisoners trained by the Samaritans to provide confidential emotional support to fellow prisoners) had increased from six to 18, and prisoners we spoke to reported no concerns with access.
- 3.21 We considered that the prison had made insufficient progress in this area.

Staff-prisoner relationships

Concern: Staff did not always enforce standards of good behaviour among prisoners and far too few key work sessions were taking place. Many staff were inexperienced and lacked confidence supervising prisoners, and their managers were not providing sufficient guidance and support.

- 3.22 During our visit, we saw far fewer incidents of antisocial behaviour by prisoners and witnessed officers challenging low-level poor behaviour. Staff were more confident when challenging prisoners, and there were fewer instances of prisoner rudeness.
- 3.23 Although almost the full quota of officers had been recruited, staff remained relatively inexperienced, with more than 70% in post for less than two years. Leaders had introduced mentoring and 'buddy' schemes to support new staff in developing confidence.
- 3.24 Leaders were more visible on the wings, and officers told us that they felt supported by their managers.
- 3.25 The prison had implemented a revised model for key working that prioritised prisoners considered higher risk, and had completed around 90% of weekly sessions for them. This group included those at risk of self-harm, extremists, prisoners assessed as high/very high risk of serious harm and complex prisoners.



'Five Wells key worker' artwork

- 3.26 However, only 60% of the prison's aim of monthly sessions for the remaining population had been completed. This meant that there was still a proportion of prisoners who were not yet receiving key work.
- 3.27 The prison had invested in a dedicated team to oversee key work, and high-level quality assurance included giving feedback to individual staff.
- 3.28 We considered that the prison had made good progress in this area.

Fair treatment and inclusion

Concern: The prison's approach towards ensuring fair treatment and inclusion was inadequate. Shortcomings in data analysis, consultation and responding to complaints of discrimination meant that the prison had a limited understanding of the needs of many of its prisoners, especially those with protected characteristics.

- 3.29 There had been some improvements in the prison's approach to ensuring fair treatment and inclusion, but progress had been slow, and some important gaps remained.
- 3.30 Much of the data that the prison produced and scrutinised were still not sufficiently robust in identifying and addressing potential disproportionalities in the treatment of prisoners from all protected groups, although some recent work had started to address this.
- 3.31 Senior management team and middle-manager leads had been given responsibility for engagement with prisoners with protected characteristics. Focus meetings had been introduced, leading to a few improved outcomes. However, these forums were not always held consistently, sufficiently promoted, adequately structured or well

attended, which left gaps in the prison's ability to fully understand and act on the specific needs and experiences of the population.

- 3.32 Leaders had acted swiftly to improve the system for responding to complaints made through discrimination incident reporting forms (DIRFs). This had included reviewing processes, delivering training to staff, and strengthening quality assurance measures. There were some very recent signs of improvement, but there were still too many inconsistencies in the quality and promptness of DIRF investigations and responses.
- 3.33 We considered that the prison had made insufficient progress in this area.

Health, well-being and social care

Concern: Actions to resolve and mitigate identified risks to the health service had been too slow. This included deficits in the provision and oversight of clinical substance misuse services, staff and peer supervision, and the lack of confidentiality for those applying to and complaining about health.

- 3.34 Clinical governance arrangements were now robust with regular meetings to review themes and share learning from complaints and incidents. A comprehensive audit programme was followed, with its findings shared in the appropriate forums to inform service development. Patients were now able to submit confidential health care complaints. However, we were concerned that some prisoners did not always receive their medication or attend hospital when necessary.
- 3.35 Staff mandatory training rates had improved and were now very good at 93% compliance. Staff told us they were encouraged to access additional relevant training to support their ongoing development. They were also offered monthly supervision alternating between clinical and managerial sessions. Managers had completed clinical supervision training and staff now had supervision passports to record completed sessions. Staff we spoke to felt well supported by the management team. Annual appraisals were under way and had been completed by 60% of eligible staff to date.
- 3.36 Clinical substance misuse services had improved, and there was now much better oversight of patients on opiate substitution therapy who required review in line with national guidance. A central database of patients alerted staff that reviews were due. At the time of this visit, all reviews were up to date, and none were outstanding.
- 3.37 All house blocks now had appropriate cabinets in clinical rooms to store medicines securely. However, insufficient officer time was allocated to medicines administration, and some patients did not always receive their methadone as a result.

- 3.38 Staff oversight and support for social care and drug recovery peer workers had improved.
- 3.39 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 have leaders and managers taken to ensure that prisoners were promptly allocated to activities relevant to their education, training and employment needs? Positive attitudes to education and training had not been developed and attendance at activities was low.

- 3.40 Since the previous inspection, a new allocations process had been introduced by leaders and managers. Allocations were better matched to support prisoners for future resettlement. Staff now used prisoners' identified needs and stated aspirational goals on release. Prisoners had a positive view of education and work. Attendance, along with attitudes and behaviours, in working and educational activities had improved.
- 3.41 Most prisoners in workshops recognised the benefits of gaining employability skills. They understood the value of attending work frequently, punctuality and effective communication. Prisoners enjoyed the working environment and atmosphere, and were proud of the high-quality work and products they produced. On occasions, prisoners worked in the evenings and at weekends to complete signage orders and meet production targets both to a high standard and on time, for internal and external customers.
- 3.42 In education, prisoners displayed positive attitudes and behaviours in most classes. They were respectful of each other and their teachers. Prisoners followed instructions well and participated in the tasks that had been set.
- 3.43 Attendance at activities had improved. In most workshops, attendance was high. Attendance in education was improving, but at the time of the inspection remained too low.
- 3.44 A few prisoners were allocated to work that did not support their future career goals and aspirations for release. In these cases, most were

waiting to be placed on more suitable employment and educational activities.

- 3.45 In a small number of workshops, prisoners remained unproductive and were not developing good working practices. Staff were either not supplying sufficient work to occupy the prisoners or they were finishing tasks too early in preparation for returning to the accommodation units.
- 3.46 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 2: What actions have leaders and managers taken to rigorously challenge low achievements or implemented effective strategies to improve prisoners' attainment in education, skills and work?

- 3.47 Leaders and managers had formed useful and productive relationships with their new education provider, Novus. These had supported a renewed focus on improving achievement, along with new strategies aimed at improving overall attainment.
- 3.48 Sensible new incentives had been developed by leaders and managers to support education. For example, to become a mentor prisoners had to achieve the mentoring course. Those prisoners aspiring to wing-based roles in cleaning had to complete the industrial cleaning course in advance of applying. Where prisoners secured such roles, they benefited from additional pay and responsibility.
- 3.49 Managers had provided prisoners with more relevant courses and qualifications that would enable them to acquire the knowledge and skills they would need for future employment and release. This acted as a further incentive for prisoners to achieve qualifications and make progress.
- 3.50 Teachers and mentors supported prisoners well for exams and assessments. Prisoners undertook a range of useful activities, such as past papers, mock exams, quizzes and in-class feedback on work, which prepared them well. It was too early to assess the impact of these. Retention rates had improved, indicating that prisoners were now focused on completing their courses and qualifications.
- 3.51 Waiting lists for popular courses remained too long. New courses with high demand had yet to start. A minority of prisoners were placed on courses that were available but did not align with their needs in the prison or when they were released.
- 3.52 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 3: What actions have leaders and managers taken to provide careers information, advice and guidance which helped prisoners to develop the knowledge, skills and behaviours they needed to be successful in their next steps?

- 3.53 Since the previous inspection, leaders and managers had introduced a new induction process. Prisoners gained useful advice and guidance on the range of courses and training available. This had had a positive impact on attendance at induction activities.
- 3.54 Staff worked well with prisoners to develop their education and training goals. They supported them to create a tailored plan to prepare them for life in prison and beyond. Prisoners valued this advice and guidance.
- 3.55 A few prisoners were enrolled on courses that did not meet their current or future needs. This was largely due to a lack of available places on the specific courses and work activities that matched their future and immediate goals.
- 3.56 Managers and staff provided prisoners with suitable careers advice and guidance as they prepared for release. Resettlement classes supported them with the skills they needed to re-enter the job market. Prisoners researched different job roles, compiled CVs and covering letters, and different types of interviews they might face. This provided prisoners with a useful refresh. They valued the course as it supported their licence when they left the prison.
- 3.57 Prisoners also benefited from wider support for resettlement. They received one-to-one support from the resettlement team who supported them with a range of issues that they would need to consider or address as they left prison.
- 3.58 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 4: What actions have leaders and managers taken to provide sufficient full-time activity for the population or ensure high-quality education and vocational training? Also to ensure enough suitable staff are in place for all teaching and management roles?

- 3.59 Leaders and managers had initiated actions to provide sufficient full-time activity spaces for prisoners. Under the current regime, the number of full-time-equivalent places available had increased to match the population. However, around one-third of these spaces were for prison-based work. This did not provide those prisoners with the opportunity to record or demonstrate the working behaviours and skills they were developing.

- 3.60 Managers had increased the number of appropriately qualified and experienced teaching staff under the new education provider. Recruitment was in progress to fill the few remaining vacancies.
- 3.61 Leaders and managers, with the new education provider, had introduced a quality assurance process. They had established an observation schedule for all teachers and instructors, learning walks, scrutiny of prisoners' work, feedback from learners, and expected standards for teaching and training prisoners. As a result, teachers were better supported to adopt practices that engaged prisoners and supported them in developing their knowledge and skills. For example, managers had introduced an upskilling programme for vocational teachers to ensure current industry standards for those who were training prisoners. Leaders intended to establish a similar quality assurance process for prison staff, but this had not yet been fully implemented.
- 3.62 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

Weak governance, poor use of data and a lack of clear strategies and action plans in key areas across the prison impeded progress in improving outcomes for prisoners. This included the strategic management of safety, oversight of use of force, and work to reduce reoffending and promote fair treatment.

Reasonable progress

There was too little meaningful and regular support for prisoners involved in incidents of violence and antisocial behaviour.

Reasonable progress

Self-harm incidents were very high and not enough was being done to reduce them. The quality of ACCT management plans was poor and too many prisoners at risk of suicide or self-harm said that they did not feel cared for by staff.

Insufficient progress

Staff did not always enforce standards of good behaviour among prisoners and far too few key work sessions were taking place. Many staff were inexperienced and lacked confidence supervising prisoners, and their managers were not providing sufficient guidance and support.

Good progress

The prison's approach towards ensuring fair treatment and inclusion was inadequate. Shortcomings in data analysis, consultation and responding to complaints of discrimination meant that the prison had a limited understanding of the needs of many of its prisoners, especially those with protected characteristics.

Insufficient progress

Actions to resolve and mitigate identified risks to the health service had been too slow. This included deficits in the provision and oversight of clinical substance misuse services, staff and peer supervision, and the lack of confidentiality for those applying to and complaining about health.

Good progress

Ofsted themes

What actions have leaders and managers taken to ensure that prisoners were promptly allocated to activities relevant to their education, training and employment needs? Positive attitudes to education and training had not been developed and attendance at activities was low.

Reasonable progress

What actions have leaders and managers taken to rigorously challenge low achievements or implemented effective strategies to improve prisoners' attainment in education, skills and work?

Reasonable progress

What actions have leaders and managers taken to provide careers information, advice and guidance which helped prisoners to develop the knowledge, skills and behaviours they needed to be successful in their next steps?

Reasonable progress

What actions have leaders and managers taken to provide sufficient full-time activity for the population or ensure high quality education and vocational training? Also to ensure enough suitable staff are in place for all teaching and management roles?

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:

Charlie Taylor	Chief Inspector
Sara Pennington	Team leader
Natalie Heeks	Inspector
Harriet Leaver	Inspector
Jade Richards	Inspector
Shaun Thomson	Health and social care inspector
Dayni Johnson	Care Quality Commission inspector
Malcolm Bruce	Ofsted inspector
Angela Twelvetree	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>

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.

Protected characteristics

The grounds upon which discrimination is unlawful (Equality and Human Rights Commission, 2010).

Protection of adults at risk

Safeguarding duties apply to an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs); and
- is experiencing, or is at risk of, abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse and neglect (Care Act 2014).

Social care package

A level of personal care to address needs identified following a social needs assessment undertaken by the local authority (i.e., assistance with washing, bathing, toileting, activities of daily living etc, but not medical care).

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