



Report on an independent review of progress at

HMP Guys Marsh

by HM Chief Inspector of Prisons

3–5 November 2025



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Section 1 Chief Inspector's summary

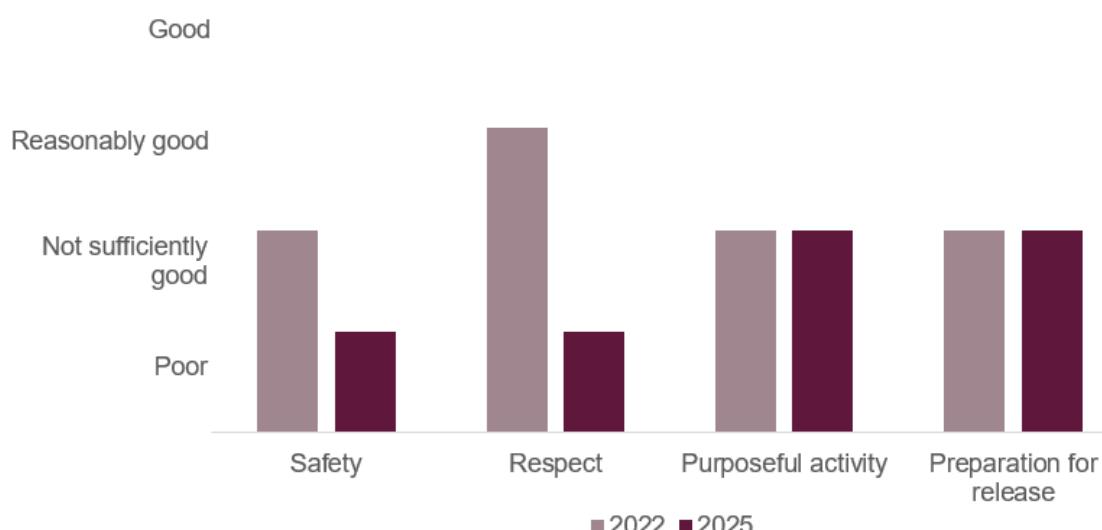
- 1.1 HMP Guys Marsh is a category C training and resettlement prison for adult men near Shaftesbury in Dorset. Built mainly in the 1970s and 1980s, the prison is a campus-style institution, currently with eight operational accommodation facilities.
- 1.2 This review visit followed up on the concerns we raised at our last inspection of HMP Guys Marsh in January 2025.

What we found at our last inspection

- 1.3 At our previous inspections of HMP Guys Marsh in 2022 and 2025 we made the following judgements about outcomes for prisoners.

Figure 1: HMP Guys Marsh healthy prison outcomes in 2022 and 2025

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



- 1.4 At the last inspection in January 2025, we were extremely concerned about this prison. Outcomes in safety and respect were judged to be poor, while those in purposeful activity and preparation for release remained not sufficiently good.
- 1.5 There were significant weaknesses in leadership, which were a major obstacle to delivering the improvements required. High levels of staff absence made it impossible for leaders to sustain a full regime. Despite being a training prison, attendance at education, skills and work sessions was poor, and too many prisoners remained unemployed.
- 1.6 Rates of violence were high and rising, and the widespread availability of illicit drugs continued to undermine safety and stability. The use of force had more than doubled and was the highest among similar prisons, while the rate of self-harm exceeded that of all other category C establishments.

1.7 Living conditions were poor, with low standards of cleanliness and decency. Health care provision was also weak, and leaders had not ensured sufficient resources to maintain patient safety and effective care.

What we found during this review visit

1.8 During this review visit, we found encouraging signs of improvement in several areas. Levels of violence had reduced, supported by a more consistent regime that incentivised prisoners, improved staff-prisoner relationships and enhanced living conditions. The safety team had been strengthened, with clearer accountability and stronger coordination between departments. However, despite these advances, illicit drugs continued to present a serious threat to safety and stability. While a revised drug strategy, new testing arrangements and peer-led recovery initiatives had been introduced, positive drug tests and high levels of prisoners under the influence showed that the problem remained widespread. More positively, health care had become better structured, ensuring easier access and consistent care.

1.9 The governor was providing clear direction and working hard to drive improvement. The senior management team was more stable, and leaders were now more visible across the prison. However, many first-line and middle managers still lacked confidence and experience. National coaching had strengthened officers' skills but had yet to improve managers' skills. Staffing levels were more stable but remained fragile and continued to constrain delivery.

1.10 Ofsted found reasonable progress in three of the four themes it reviewed. Attendance and participation in education, skills and work had improved considerably, and leaders had eliminated waiting lists for English and mathematics. However, attendance remained too low overall, and the newly introduced reading strategy was not yet having sufficient impact.

1.11 Overall, the prison was in a stronger position than at the time of the inspection, and had made visible progress in safety, decency and purposeful activity. However, leadership capability in some areas remained limited, and the persistent availability of illicit drugs continued to undermine stability and progress. Sustained improvement will depend on stronger management at all levels, consistent delivery of the new strategies, and continued investment from His Majesty's Prison and Probation Service (HMPPS) to support the governor to develop staff and further improve physical security.

Charlie Taylor
HM Chief Inspector of Prisons
November 2025

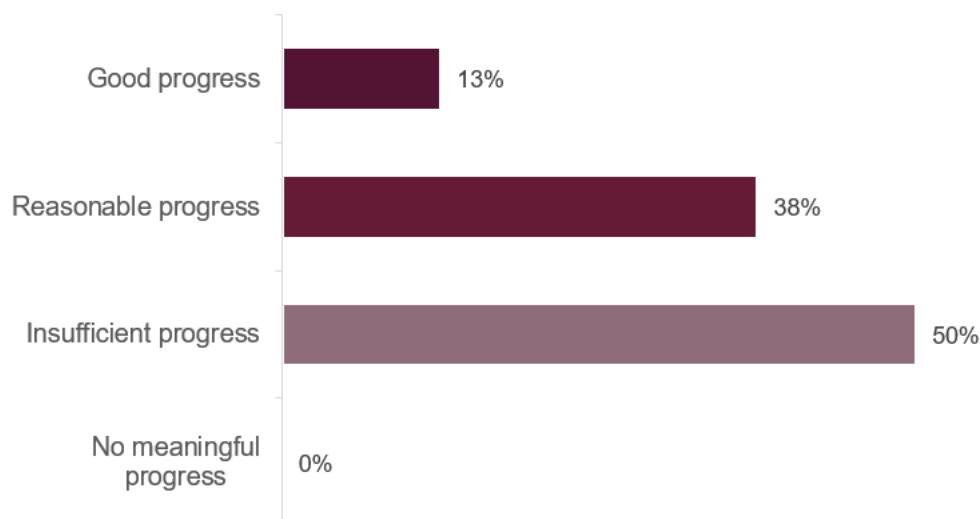
Section 2 Key findings

2.1 At this IRP visit, we followed up seven concerns from our most recent inspection in January 2025. We made two judgements for one concern, as there had been clear progress on violence, but drug use remained high, warranting split judgements. Therefore, we made eight judgements in total.

2.2 We judged that there had been good progress in one concern, reasonable progress in three concerns and insufficient progress in four concerns.

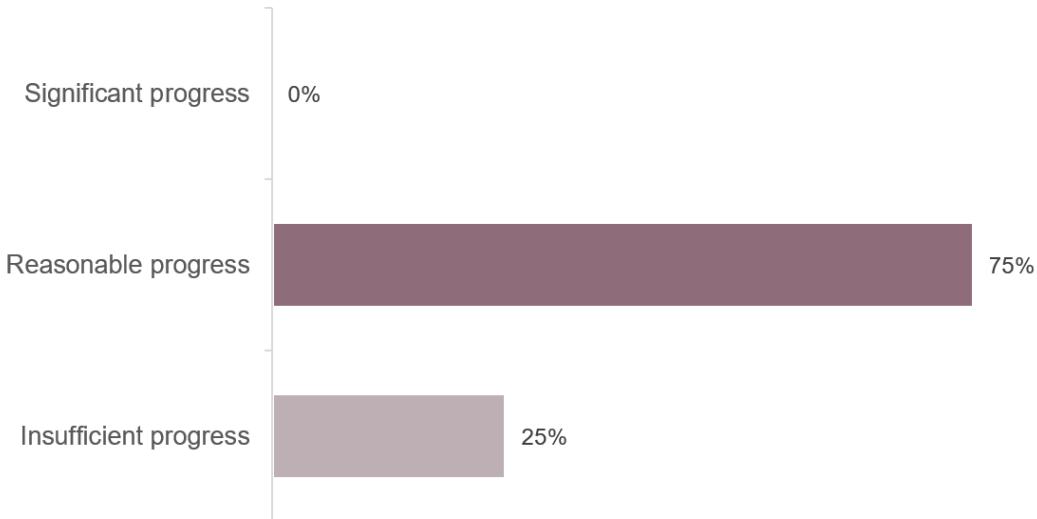
Figure 2: Progress on HMI Prisons concerns from January 2025 inspection (n=8)

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



2.3 Ofsted judged that there had been reasonable progress in three themes and insufficient progress in one.

Figure 3: Progress on Ofsted themes from January 2025 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 one example 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) Workshops now provided unaccredited qualifications tailored to prison job roles, significantly improving employability. Instructors had introduced bespoke, structured training and progression plans in specialist areas such as TV repair and electrical assembly. These initiatives equipped prisoners with industry-specific skills that were highly valued by employers and individuals alike. See paragraph 3.54

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 2025.

Leadership

Concern: Weakness in the quality of leadership in some key areas was a major obstacle to making the improvements needed. Many managers, at all levels, were inexperienced, and a few lacked the skills required to engage and lead staff.

- 3.1 Too few first-line or senior managers had benefited from formal leadership training and development.
- 3.2 The national standards coaching team (see glossary) had spent four months in Guys Marsh delivering training sessions based on the HMPPS confidence and competence toolkit (see glossary). While these were effective in improving the skills of officers, they put less emphasis on upskilling senior officers and custodial managers (CMs), whose role it would be to provide ongoing training and support for staff.
- 3.3 Leaders had invested in a dedicated training team (Enable – see glossary) led by a CM. However, the team was not fully mobilised, so there had been little intervention so far.
- 3.4 The prison was not doing enough to support first-line managers to understand and navigate performance management processes.
- 3.5 More positively, there were well-developed plans to work with HMPPS's human resources technical consultancy team (see glossary) and the behaviour, intervention and practical support team (see glossary) to begin targeted leadership training for all leaders, although this was not scheduled to start until January 2026.
- 3.6 Leaders had introduced a quality assurance framework to structure the support being provided to first-line managers, but it was difficult to track decisions and actions to ensure that progress was being made. Some one-off training sessions were not recorded or assessed.
- 3.7 We considered that the prison had made insufficient progress in this area.

Leadership

Concern: High levels of staff absence made it impossible for the prison to deliver a full regime. Less than 60% of operational staff were available to be deployed to their duties.

- 3.8 There were now fewer Band 3 officers in post than at the time of the full inspection.
- 3.9 The national pipeline for appointing and allocating officers was not effective. The conversion rate (officers appointed who then begin duty at Guys Marsh) was poor and new officers promised to the prison often did not arrive. Leaders could no longer rely on recruitment from Commonwealth countries, following Home Office changes to immigration rules; they had lost three of these staff already.
- 3.10 However, leaders were becoming more robust in managing sickness absence and restricted duties. No staff were currently on maternity leave and there was good take-up of overtime by officers. This meant that the proportion of staff available for operational duties had increased, from around 60% at the full inspection to around 80% at the time of the IRP. This enabled the prison to deliver a more consistent regime; it was delivering a full regime at the time of our review visit. However, there were still too few staff to carry out all tasks, including suspicion drug testing.
- 3.11 We considered that the prison had made insufficient progress in this area.

Safety / encouraging positive behaviour

Concern: 1) Rates of violence were high and rising. 2) The widespread availability of illicit drugs presented an ongoing threat to stability and safety.

- 3.12 Levels of violence had reduced, but the widespread availability and use of illicit drugs continued to undermine safety and stability.
- 3.13 The overall rate of violence had fallen by about one third since the inspection, including notable reductions in serious assaults and assaults on staff. Although the rate remained high compared with similar prisons, this reduction represented a sustained and measurable improvement. Various factors had contributed to this, including a more consistent regime, improved living conditions, and stronger staff-prisoner relationships. The safety team had been strengthened and provided more consistent support for prisoners with complex needs. Oversight of challenge, support and intervention plans (see glossary) and staff supervision had improved. However, the quality of some plans and follow-up actions remained inconsistent, and the regime for self-isolating prisoners was still unreliable. Incentives to promote positive

behaviour had been expanded, including evening association for enhanced prisoners and access to pod accommodation

- 3.14 Work to address the availability and use of illicit drugs had developed, but outcomes remained poor. Measures to reduce supply had improved. These included increased staff and cell searching, enhanced mail screening, and new cell windows to reduce throwovers. Analysis of intelligence had strengthened, and additional staff searches were being conducted. However, resource constraints meant not all intelligence could be acted on, and the prison still lacked the enhanced gate security commonly found in similar establishments.
- 3.15 Mandatory drug testing (MDT – see glossary) was reintroduced in July and embedded by September. However, positive rates averaged 41%, among the highest in the category C estate. More than 300 prisoners were reported as under the influence in August alone, showing that far too many continued to access drugs.
- 3.16 Leaders understood these risks and had implemented both recovery and peer-led initiatives. These included Finding Rat Park (a creative discussion group using literature to explore addiction and recovery) and First Contact (a peer-mentoring scheme offering one-to-one support for prisoners starting their recovery), as well as activity-based PE programmes. These provided structured support and motivation to change. There was also a clear pathway for those seeking help through the recovery unit, the incentivised substance-free living unit and enhanced pod accommodation. However, the overall impact on drug use remained too limited.
- 3.17 We considered that the prison had made reasonable progress to reduce levels of violence.
- 3.18 We considered that the prison had made insufficient progress to reduce the availability of illicit drugs.

Safety / safeguarding

Concern: The rate of self-harm was very high and exceeded that of all other category C prisons. The prevalence of drugs, violence and debt, and mostly ineffective relationships with staff, left some prisoners feeling hopeless and unmotivated.

- 3.19 Levels of self-harm remained among the highest across category C prisons. During the six-month period ending September 2025, a total of 206 incidents were recorded, equating to a rate of 873 per 1,000 prisoners. This represented a reduction from the previous six-month reporting period, which had seen 528 incidents, at a significantly higher rate of 2,133 per 1,000 prisoners.
- 3.20 Of the incidents recorded, seven per cent required medical intervention, including attendance at external hospitals. Fact-finding investigations into these incidents were conducted to a higher standard

than previously observed. Most sections of the reports were completed with improved detail; however, not all demonstrated sufficient forensic depth when specific issues had been identified. For instance, one prisoner reported that he had deliberately taken an overdose outside of health care operating hours after his medical symptoms had been dismissed. Subsequently, hospital staff confirmed that the procedure he believed he needed had indeed been required. This issue had not been formally addressed to implement measures that might prevent similar incidents in the future.

- 3.21 Leaders attributed the reduction in self-harm incidents to enhancements in purposeful activity. For example, they had allocated more prisoners to employment and introduced a weekly calendar of enrichment activities, such as gym sessions, yoga and visits from motivational speakers. They had planned to increase their key work delivery; however, due to staffing shortages, only a proportion of prisoners were able to access them. Leaders had also introduced a debt management strategy. They felt this contributed further to improved safety outcomes, with a positive impact on both self-harm and violence rates.
- 3.22 Quality assurance processes for managing assessment, care in custody and teamwork (ACCT – see glossary) cases had been established. The safety team had recently introduced an 'ACCT quick fix' checklist, designed to help case managers to identify and address gaps in documentation. Additionally, an 'officer's responsibilities' index had been developed to clarify staff's duties. While both initiatives were considered positive developments, they had not yet been consistently included in all ACCT folders.
- 3.23 A review of ACCT case management folders indicated a clear improvement in the level of detail recorded, particularly in case reviews. Folders were generally well maintained and organised. The safety team demonstrated a good awareness of areas requiring further improvement, such as inconsistency in the managers who chair reviews and recording of daily conversations. Although further work was required, notable progress had been made.
- 3.24 A monthly safety assurance report was produced, which analysed self-harm incidents from the preceding month. This included data on individuals who had harmed themselves on multiple occasions, the underlying drivers of the behaviour, and the methods used. However, it was less evident how leaders used this information to inform and implement changes when recurring themes were identified.
- 3.25 We considered that the prison had made reasonable progress in this area

Respect / living conditions

Concern: Living conditions were poor. Prisoners endured power outages, water entry into cells, and black mould on ceilings and walls. Not all areas were sufficiently heated and too many showers were out of use. Standards of cleanliness and decency were not upheld.

3.26 Some improvements had been made to the physical environment of the prison. External areas were better maintained and were no longer strewn with litter. The heating system had become functional; however, a lack of ventilation on the wings and within cells continued to cause discomfort for prisoners.



Litter on the grounds at January 2025 inspection (left) and at this visit



Window at January 2025 inspection (left) and at this visit



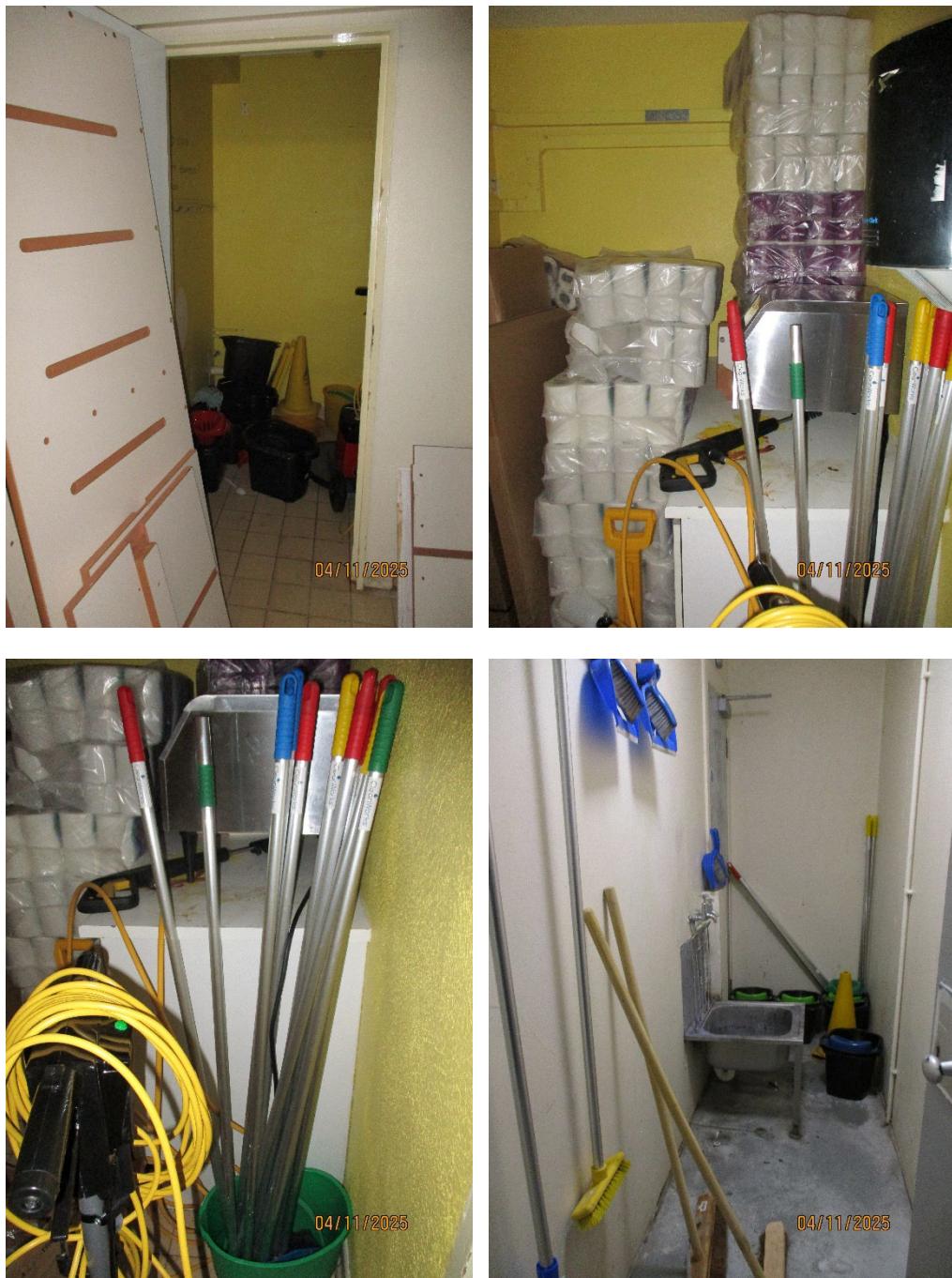
Servery at January 2025 inspection (left) and at this visit

3.27 Leaders had also made some progress in improving the residential units. Contractors had replaced the extractor fans in the shower rooms, although these were not operating as intended. Many failed to extract steam effectively, resulting in excessive condensation and the development of mould, which created an unpleasant environment.



Floor in shower room on Dorset wing (left) and example of condensation and mould on Dorset wing

3.28 Wings had been repainted, and decency cupboards had been introduced, which allowed prisoners to access personal hygiene products independently. The allocation of cleaning officers had promoted greater accountability, and designated cleaning cupboards had been identified. However, not all cupboards were well stocked, and some were unclean.



Cleaning cupboards on Dorset wing (top left, top right and bottom left) and Saxon wing

3.29 The condition of prisoners' cells had generally improved. For example, all cells were now equipped with curtains, graffiti levels had significantly reduced, and all windows had been replaced. The induction wing had improved and first-night cells were well presented. Enhanced prisoners also appreciated rainbow pods accommodation.



Cell on induction wing

- 3.30 A newly introduced decency strategy underpinned many of these improvements and was accompanied by a one-page summary designed to be easily understood.
- 3.31 Living conditions assurance checks had also been implemented. These included weekly inspections of wing cleaning schedules by supervising officers (SOs) and monthly checks by CMs, which were supplemented by monthly cell decency checks. Leaders also conducted their own monthly inspections to monitor progress.
- 3.32 We considered that the prison had made reasonable progress in this area

Respect / health care

Concern: Leaders had not allocated sufficient prison resources to make sure there was good patient care and safety. This included a shortfall in the number of officers needed to escort prisoners to hospital appointments, and ineffective supervision of medicine queues.

- 3.33 The prison routinely allocated officers, who generally understood their role, to supervise patients collecting their medicines or attending their appointment. The main health care department contained two medication hatches and a reception hatch for health queries and confirming attendance at an appointment. However, the busy waiting area was too small. This resulted in some overcrowding, which was not conducive to confidentiality or effective supervision by officers to challenge the diversion of medicines.

3.34 Patients continued to wait for long periods outside and without protection against the elements, particularly those who collected opiate substitute treatment (OST). The administration of OST was from a separate hatch at the rear of the health care building.

3.35 A disproportionately high number of patients were on sublingual buprenorphine. Tablets were sometimes crushed, which was against the licence of the product. This further increased the time taken to administer OST, due to the increased supervision required for this type of administration.

3.36 The prison escorted patients to their external appointments. Nine slots were allocated each week, which had not increased since our inspection and did not meet demand. This resulted in continued delays in access to care and treatment, which varied from a few weeks to six months. However, planned external appointments were rarely cancelled by the prison, and patients were escorted to the hospital when they needed emergency care, which was good.

3.37 The health administration team had good oversight of appointments. In the previous quarter, 21 appointments had been cancelled to accommodate patients who needed urgent care, and five appointments were cancelled by the prison due to operational issues. Capacity was further affected by patients declining to attend their appointment on the day.

3.38 Attendance at the quarterly local quality and delivery board had improved but minutes did not provide sufficient detail, and the meeting did not focus on actions to improve key issues quickly. Plans were in place to improve these meetings, including a move to convening them every month.

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

Safety / use of force

Concern: Use of force had more than doubled and was the highest among similar prisons. Around a third of prison officers were out of date in their control and restraint training, staff did not consistently switch on their body-worn video cameras, and some staff were too quick to use force to resolve incidents.

3.40 The use of force had reduced by about 30% since the inspection, although rates remained high for a category C prison. Most incidents (around 91%) were unplanned, typically to prevent violence or manage refusals to locate. In the cases we reviewed, force was generally low level, with a clear focus on communication and de-escalation.

3.41 Governance and oversight had strengthened. Operational managers responsible for oversight had robust measures in place to triage all incidents, identify early learning and escalate any concerns. All

planned, baton and PAVA incidents (see glossary) were fully reviewed, with high-risk or complex cases subject to additional scrutiny. Weekly assurance meetings and monthly committee reviews supported learning and accountability. Body-worn video coverage had improved to 79%, and staff were encouraged to use cameras proactively as a de-escalation tool.

3.42 Training compliance had improved markedly, and almost all staff were up to date with their control and restraint training. Scenario-based refresher sessions reinforced communication skills and proportionate responses. Overall, incidents were now better managed and more professionally handled, with evidence of learning embedded into practice.

3.43 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: Leaders had not provided enough places in English and mathematics to meet the learning needs of the prison population, and outreach sessions in these subjects were not used effectively.

3.44 Leaders had implemented a successful strategy which had increased the number of places on English and mathematics courses and eliminated waiting lists in these subjects. Leaders were now offering functional skills courses in English and mathematics with more flexible start dates, which had increased the number of prisoners who could access these courses if they chose.

3.45 Leaders had introduced new information gathering and monitoring systems, which had very substantially improved the accuracy and breadth of leaders' data on prisoners' starting points in English and mathematics. They were starting to use this data to allocate prisoners to meaningful learning pathways. The number of prisoners completing a classroom-based English or mathematics course had risen, albeit modestly, in the six months leading up to this monitoring visit. Leaders had increased the number of outreach sessions in English and mathematics taught on the wings following a very recent move from one to three teaching sessions each week. Thirty-five prisoners had

completed English or mathematics courses through outreach sessions in the past nine months.

3.46 Leaders had introduced effective quality assurance processes which underpinned their detailed analysis of all aspects of the education, skills and work (ESW) provision. For example, they had identified an under-utilisation of most of the activity places available in education. This meant that while the capacity had increased in English and mathematics courses, the number of prisoners electing to attend or being allocated to these classes was reducing. In response, leaders were implementing a complete reorganisation and ongoing review of the induction, information, advice and guidance and allocations processes and the staff teams responsible. These actions had yet to have the full impact intended.

3.47 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 2: Leaders had not ensured a high attendance at all education, skills and work sessions, and too many prisoners were unemployed.

3.48 Prisoners' overall attendance at ESW sessions had improved substantially and the number of unemployed prisoners had reduced since the previous inspection. Leaders were now able to assign prisoners to a job or education class more quickly following induction. Leaders had identified the reasons for, and then substantially reduced, the number of education classes, that were being cancelled.

3.49 Leaders were now monitoring prisoners' attendance at allocated activities very closely each week. On average, leaders' data showed that just over two thirds of prisoners now attended the activity they were allocated to, compared to only a third at the previous inspection. Prisoners' attendance at their education classes had risen marginally, to around three quarters of those allocated to a session. Leaders regarded these improvements as encouraging but work in progress and capable of further improvement.

3.50 Leaders were implementing a range of strategies to encourage more prisoners to consider engaging in and attending learning activities. They were running events outside of the core curriculum to encourage prisoners to get involved in activities they might not have considered before. These were popular and included visits by motivational speakers. Leaders had integrated elements of ESW into work sessions, were beginning to award attendance and achievement bonuses and had introduced greater parity in pay rates between attendance at education and industry sessions. However, leaders had not yet found effective ways to implement sanctions for prisoners' persistent non-attendance.

3.51 Leaders had restarted a useful quality improvement group (QIG) which met monthly. Leaders were using it well to identify, plan and record progress in tackling ESW-related themes such as increasing

attendance. However, leaders recognised that the QIG's effectiveness would be further improved by greater involvement of more senior managers, including the governor. This had yet to happen.

3.52 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 3: Leaders had not ensured that instructors identified or monitored the progress that prisoners made in industries well enough, and target-setting was not effective. Only two-thirds of instructors were qualified, and continuing professional development did not help them acquire the skills they needed to improve.

3.53 Leaders had focused well on improving the training skills of their instructors in industries. The majority of Band 4 instructors now had a level 3 teaching qualification. All industries staff had attended at least one day of industry-specific training in the past year. Half of the instructors had visited their equivalent workshop in another prison to experience good practice in directing and developing the skills of an industries-based workforce. For example, instructors had visited the waste management facility in HMP Portland and industrial cleaning in HMP Coldingley. Most instructors valued this professional development and were applying it to prisoners' skills development.

3.54 Instructors in a few workshops, notably TV repair and electrical assembly, had created bespoke and carefully structured training and progression plans for prisoners. These included access to qualifications that were relevant to their prison job roles, such as health and safety at work, the principles of working in a supply chain, and equality and diversity at work and in society. As a result, prisoners were gaining specific and relevant industry skills that employers, and prisoners, valued. The level of prisoners' motivation and the quality of their work in these two workshops was particularly high. However, such detailed planning for prisoners' skills development was not yet practised by instructors in all workshops.

3.55 Leaders had paid particular attention to encouraging industries instructors to make effective use of 'progress in work' books. Instructors were mostly using these well to record prisoners' achievement of employment and personal skills and most were also setting prisoners specific and measurable targets. While a minority of instructors were using progress in workbooks exceptionally well, leaders had identified the need for further training for some instructors in target setting. The full impact of this training had yet to be seen.

3.56 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 4: There was no effective oversight of the prisoner reading strategy. Leaders had not reviewed or updated the strategy or made sure that reading was promoted consistently across all areas of the prison.

3.57 Leaders had made slow progress in ensuring effective oversight of the prison's reading strategy. This was largely due to a lack of relevant senior staff. However, following new staff appointments, leaders had devised a prison-wide reading strategy and action plan in collaboration with multiple stakeholders. Elements of the strategy were being implemented at pace, such as the identification of and effective support for the small minority of prisoners identified with no or low skills in English. However, the strategy had yet to achieve the full impact intended by leaders. For example, reading for information and leisure was not yet a wholly integrated, pervasive element of prisoners' or prison staff's experience of the prison. Leaders had planned well to address this in a number of ways. For example, they were introducing a reading-related programme of visits by authors, running a 'books unlocked' scheme, scheduling creative writing workshops and offering a 'scholars day' for more able readers. However, most of these events were not taking place until early 2026.

3.58 Leaders had recognised that they lacked the staff to operate the reading strategy in its entirety throughout the prison. They had begun to form a new team to promote reading, but this was not yet fully operational. Leaders had run some training and awareness sessions on the reading strategy for staff, and planned more. They had advertised for reading and literacy champions and met with Shannon Trust mentors, but with little impact for prisoners so far. They had appointed a Shannon Trust facilitator but this person did not start until December. Leaders were in the process of working with library staff to analyse and respond to trends in library footfall and loan data. They also planned a more effective and consistent process for managing prisoners' access to books on residential units and intended to appoint reading mentors for each Wing. However, while these plans demonstrated leaders' commitment to implementing the reading strategy, it was too early for their plans to have had the impact intended.

3.59 Ofsted considered that the prison had made insufficient 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

Weakness in the quality of leadership in some key areas was a major obstacle to making the improvements needed. Many managers, at all levels, were inexperienced, and a few lacked the skills required to engage and lead staff.

Insufficient progress

High levels of staff absence made it impossible for the prison to deliver a full regime. Less than 60% of operational staff were available to be deployed to their duties.

Insufficient progress

Rates of violence were high and rising.

Reasonable progress

The widespread availability of illicit drugs presented an ongoing threat to stability and safety.

Insufficient progress

The rate of self-harm was very high and exceeded that of all other category C prisons. The prevalence of drugs, violence and debt, and mostly ineffective relationships with staff, left some prisoners feeling hopeless and unmotivated.

Reasonable progress

Living conditions were poor. Prisoners endured power outages, water entry into cells, and black mould on ceilings and walls. Not all areas were sufficiently heated and too many showers were out of use. Standards of cleanliness and decency were not upheld.

Reasonable progress

Leaders had not allocated sufficient prison resources to make sure there was good patient care and safety. This included a shortfall in the number of officers needed to escort prisoners to hospital appointments, and ineffective supervision of medicine queues.

Insufficient progress

Use of force had more than doubled and was the highest among similar prisons. Around a third of prison officers were out of date in their control and restraint training, staff did not consistently switch on their body-worn video cameras, and some staff were too quick to use force to resolve incidents.

Good progress

Ofsted themes

Leaders had not provided enough places in English and mathematics to meet the learning needs of the prison population, and outreach sessions in these subjects were not used effectively.

Reasonable progress

Leaders had not ensured a high attendance at all education, skills and work sessions, and too many prisoners were unemployed.

Reasonable progress

Leaders had not ensured that instructors identified or monitored the progress that prisoners made in industries well enough, and target-setting was not effective. Only two-thirds of instructors were qualified, and continuing professional development did not help them acquire the skills they needed to improve.

Reasonable progress

There was no effective oversight of the prisoner reading strategy. Leaders had not reviewed or updated the strategy or made sure that reading was promoted consistently across all areas of the prison.

Insufficient 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

Leaders had not yet formulated, resourced or begun to implement a realistic improvement plan to address this concern.

Insufficient progress

Leaders had begun to implement a realistic improvement strategy (for example, with better and embedded systems and processes), but prisoner outcomes were improving too slowly or had not improved at all.

Reasonable progress

Leaders were implementing a realistic improvement strategy, with evidence of sustainable progress and some early improvement in outcomes for prisoners.

Good progress

Leaders had already 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:

Deborah Butler	Team leader
Ian Dickens	Inspector
Nadia Syed	Inspector
Simon Newman	Health and social care inspector
Nick Crombie	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.

ACCT

Assessment, care in custody and teamwork – case management for prisoners at risk of suicide or self-harm.

Behaviour Intervention and practical support team (BIPS)

The BIPS team brings together practical support and challenge to drive positive and effective professional behaviour and build local capability. It is the professional standards and behaviour gateway for proactive and responsive interventions and support. The team prioritises support according to need. It provides access to and delivers a range of online, bespoke and face-to-face interventions which are intended to meet need.

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>

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.

Confidence and competence (CC) toolkit

The HMPPS CC toolkit is used by the standards coaching team (see below) to ensure consistent delivery of subjects and coaching practice.

Enable

The Enable programme is a national prison service initiative that aims to transform the capability and support offer to prison staff to help them build constructive relationships with prisoners. It is delivered through a psychologically informed practice approach, learning from developments in the Offender Personality Disorder Pathway, specifically around the potential transformational impact of relational practice.

Human resources technical consultancy team

The HMPPS human resources technical consultancy team is part of the Ministry of Justice's human resources casework service. It aims to address a gap in building line management capability and fostering sustainable cultural change across the Civil Service.

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.

Mandatory drug testing (MDT)

Enables prison officers to require a prisoner to supply a urine sample to determine if they have used drugs.

Offender management in custody (OMiC)

The 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.

Standards coaching team (SCT)

The SCT is a national resource made up of experienced prison service staff who are deployed to selected sites on a 16-week rotation, to offer intensive coaching for operational staff in both one-to-one and group awareness sessions. Their aim is to build confidence and competence in completing day-to-day prison officer tasks, as well as reviewing and updating processes that enable staff to carry out their roles more effectively.

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