



Report on an independent review of progress at

HMP Risley

by HM Chief Inspector of Prisons

8–10 January 2024



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Section 1 Chief Inspector's summary

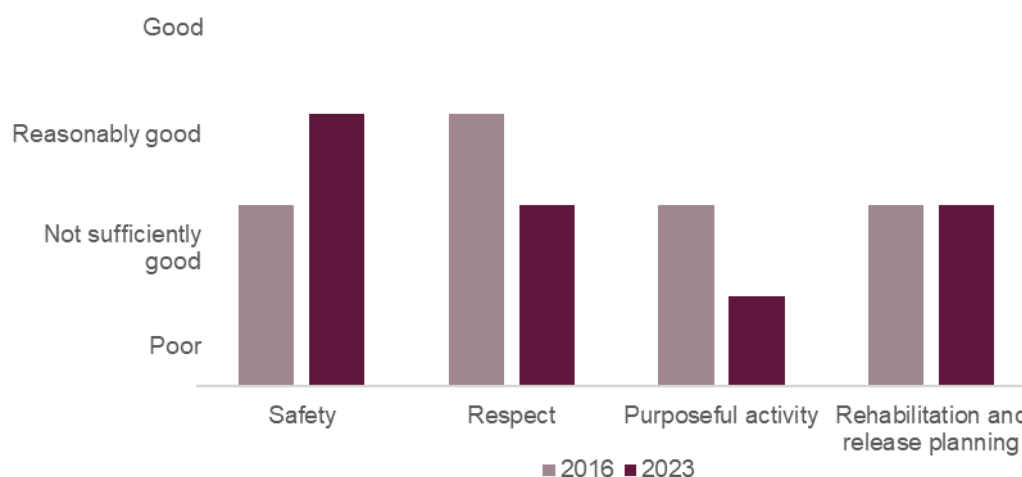
- 1.1 HMP Risley is a sex offender and general category C resettlement prison in Cheshire, holding about a thousand male prisoners.
- 1.2 This review visit took place nine months after a full inspection in April 2023 that had identified a range of serious issues. We assessed progress against each of the five key concerns that we considered to be priorities for action, while Ofsted examined four themes relating to work and education.

What we found at our last inspection

- 1.3 At our previous inspections of HMP Risley in 2023 and 2016, we made the following judgements about outcomes for prisoners.

Figure 1: HMP Risley healthy prison outcomes in 2023 and 2016

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



- 1.4 In April 2023, we found a prison that was not fulfilling its core function as a category C resettlement prison. Prisoners had limited time out of cell and insufficient work or education, and most of the available activity was in part-time and unchallenging roles.
- 1.5 Some parts of the prison were in very poor physical condition, and prisoners were forced to wash in decrepit showers. There was a huge waiting list for the dentist and no onsite dental facilities, while health care for those with long-term and chronic conditions was weak. There was a high level of self-harm and inconsistent support for prisoners in crisis. The offender management unit (OMU) was understaffed and there were no accredited programmes for prisoners who had committed sex offences.

What we found during this review visit

- 1.6 Good progress had been made in four of the five priority concerns that we assessed, and reasonable progress in the fifth. Ofsted found significant progress in one of their themes and reasonable progress in the other three. No concerns or themes were judged to have shown insufficient or no meaningful progress.
- 1.7 Care for those at risk of self-harm had improved. There were more dedicated safer custody staff and we found much improved use of data to understand the drivers of self-harm. However, rates of self-harm remained stubbornly high and, while the number of Listeners (prisoners trained by the Samaritans to provide confidential emotional support to fellow prisoners) had increased, there were still not enough of them in much of the prison.
- 1.8 There had been substantial improvements in living conditions; in particular, the appalling showers we saw at the inspection had been refurbished or were about to be replaced, and the care and separation unit (CSU) had been refurbished and redecorated. The much-needed new dental suite had been completed at speed and opened a month before our visit. Significant inroads had already been made into the long waiting list for dental treatment.
- 1.9 All prisoners now had more time out of their cell, and the new regime included evening association for the majority of them. However, unemployed prisoners on a basic regime still had only around three hours a day out of their cell and the limited weekend regime remained unchanged.
- 1.10 Ofsted inspectors found a broader and more meaningful range of activity for prisoners. Attendance at activities was high and more prisoners were now able to achieve qualifications. Leadership of education, work and skills, quality assurance, and careers information and guidance were all much improved.
- 1.11 Offending behaviour programmes for people convicted of sexual offences were now available and enabled these prisoners to undertake the work required of them in their sentence plans. Increased staffing in the OMU also allowed prison offender managers to undertake one-to-one work with prisoners who were not on programmes.
- 1.12 It was clear that the governor, prison group director and other senior leaders had not wasted time in acting on our findings after the full inspection, and the result was substantial and measurable progress in every area of concern. Leaders had taken concerted action to secure much-needed investment, and a clear thinking and collaborative leadership approach was evident in the faith that many staff and some prisoners told us they had in the direction that the governor had set for the prison.
- 1.13 The improvements had been achieved in the context of changes to the prison's population that meant there were far more short-term prisoners

and a less settled population following the full inspection. Leaders had not allowed such problems to hinder their work, and we were told often that they were focusing on what was in their arc of control.

- 1.14 At the next full inspection, we look forward to seeing if the prison has continued to push forward to fully address our concerns. For now, the prison's leaders and staff should be congratulated for what they have achieved in a relatively short space of time.

Charlie Taylor

HM Chief Inspector of Prisons

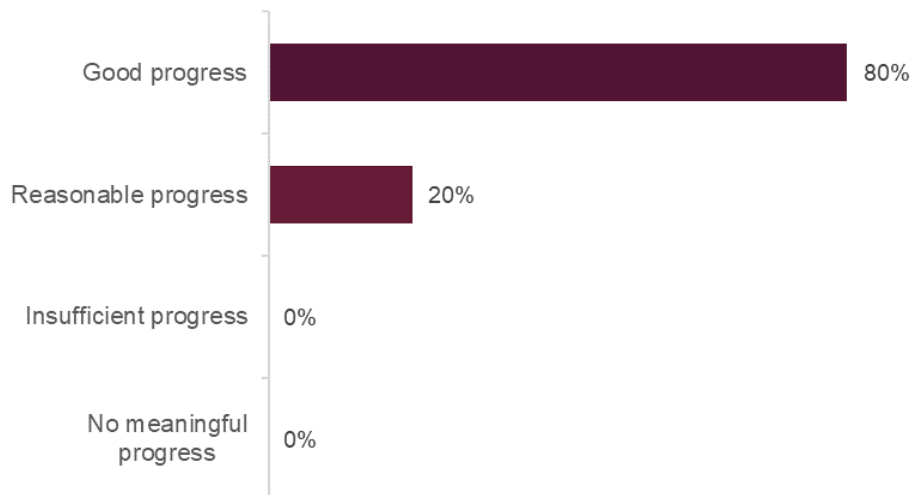
January 2024

Section 2 Key findings

- 2.1 At this IRP visit, we followed up five concerns from our most recent inspection in April 2023 and Ofsted followed up four themes based on their latest inspection or progress monitoring visit to the prison, whichever was most recent.
- 2.2 HMI Prisons judged that there was good progress in four concerns and reasonable progress in one concern, and that no concerns were judged to have made insufficient or no meaningful progress.

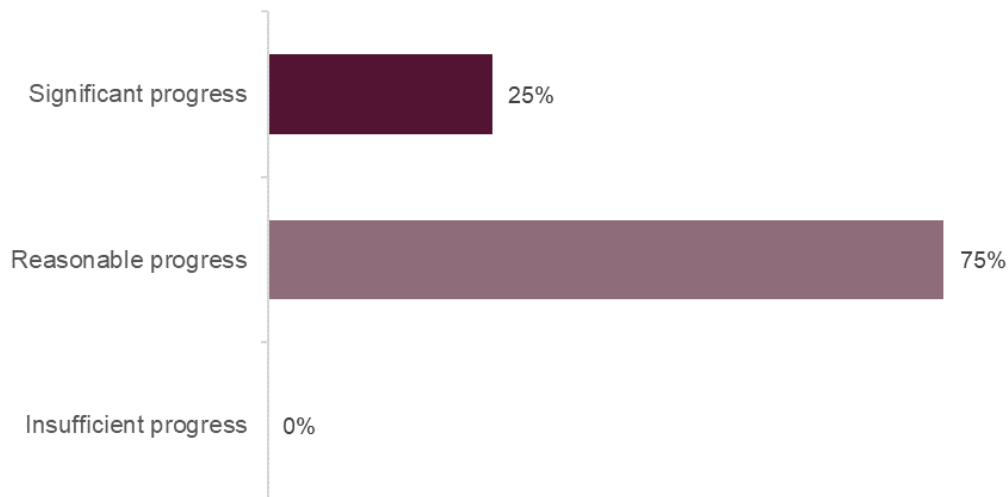
Figure 2: Progress on HMI Prisons concerns from April 2023 inspection (n=5)

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 significant progress in one theme and reasonable progress in three themes; no themes were judged to have made insufficient progress.

Figure 3: Progress on Ofsted themes from January 2024 progress monitoring visit



Notable positive practice

- 2.4 We define notable positive practice as innovative work or practice that leads to particularly good outcomes from which other establishments may be able to learn. Inspectors look for evidence of good outcomes for prisoners; original, creative or particularly effective approaches to problem-solving or achieving the desired goal; and how other establishments could learn from or replicate the practice.
- 2.5 Inspectors found two examples of notable positive practice during this independent review of progress.
- 2.6 Challenge, support and intervention plans (CSIPs, see Glossary) were used well to support prisoners who were at risk of self-harm, self-isolating and/or in distress. They were especially useful for prisoners who did not require the level of support provided by the assessment, care in custody and teamwork (ACCT) process, but who still needed consistent multidisciplinary help and support. (See paragraph 3.6.)
- 2.7 Leaders and managers had driven positive improvements in education, work and skills by systematically and pragmatically addressing underperformance in all previously identified areas of concern. Actions had included well-attended and useful weekly performance meetings, and sharing and development of best practice in concert with regional and national leaders. (See paragraph 3.32.)

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.

Suicide and self-harm prevention

Concern: Recorded levels of self-harm among prisoners were high and too often support ended without the underlying causes having been addressed.

- 3.1 At the full inspection, self-harm was high and higher than at most other category C prisons. It had risen further at the time of this review, even though considerable action had been taken to address the concern.
- 3.2 Leaders were taking a more active and analytical approach to understanding and addressing self-harm. The safer custody team had been strengthened, collation and analysis of data had improved, and a large-scale 'safety summit' had drawn views from almost 300 prisoners and many staff. Clear messages had emerged, including the negative impact of debt and boredom on self-harm, especially for those without employment.
- 3.3 An action plan had been drawn up in response to the findings of the safety summit, and some practical measures had been quickly implemented. For example, extra items were provided to prisoners on the night of arrival to reduce the risk of debt, and a small midweek phone credit to all prisoners allowed them to contact families regardless of their current financial situation.
- 3.4 Quality checking of assessment, care in custody and teamwork (ACCT) case management documents had improved and lessons learned were disseminated. The documents showed some good assessment and review of the individual's situation, but recorded evidence of day-to-day staff monitoring and support was not yet good enough.
- 3.5 Many prisoners spoke of good care from staff. This was reflected in the caring approach taken during the ACCT case reviews we attended, although the meetings were not always held in suitable locations free of interruptions.
- 3.6 The little key work (see Glossary) that took place was focused on priority cases, such as those on ACCT. Additional support was given by keeping an ACCT open on fewer observations when the acute risk was deemed to have passed. Some prisoners still chronically liable to episodes of self-harm after closure of an ACCT received consistent multidisciplinary support through being placed on a challenge, support and intervention plan (CSIP, see Glossary). CSIPs were similarly used to support prisoners who were self-isolating and/or in distress.

- 3.7 There were now Listeners on the main-location wings. Only four were currently in place, which was insufficient for the population, but several others were in training.
- 3.8 We considered that the prison had made reasonable progress in this area.

Daily life

Concern: Living conditions had deteriorated across many wings and showers were in a particularly poor state.

- 3.9 There had been concerted efforts to improve showers across the prison. Two shower blocks on C wing had been refurbished to a high specification, and good ventilation prevented mould. Shower cladding had been installed in D wing, which had improved the condition of the showers, and there were plans to clad B wing shower ceilings.
- 3.10 The very poor A wing showers had been closed because of the health risk they posed. Funding had been secured for a full refit of the showers and, in the meantime, two temporary portable cabin shower blocks had been placed outside the unit. They were adequate for a short period, but it was unlikely that the new shower blocks would be ready for over a year. Leaders were addressing problems with the water heating system for the portable cabins, which meant that showers in one of the blocks became cold around mid-morning. The prison's main boiler and some heat pumps were also being replaced.



Refurbished showers



G wing showers (left) and temporary shower block outside A wing (right)

3.11 Notable improvements had been made to conditions in the care and separation unit (CSU). Communal areas, as well as the yards, had been refurbished and decorated, and flooring in the unit had been replaced. Cells had been painted and were clean and tidy, with bedding and toiletries now available for new arrivals. However, toilets had no lids.



Care and separation unit



Care and separation unit yard

- 3.12 All cells we checked had curtains and were clean, tidy and free of graffiti. Many also had fresh paintwork. Cells that required remedial work had been logged for action.
- 3.13 Many cells had flooring that was broken and lifting from day-to-day wear and tear, and some cells had temporary repairs, including holes patched up by tape. The prison did not yet have the funding to replace all damaged cell flooring, and a long-term solution was still required.
- 3.14 Mechanisms for checking cell and building conditions were now robust, and people at all levels were held accountable for cleanliness and maintenance, from prisoners to custodial staff to senior managers. Leaders had established a decency committee, which met regularly to ensure action on and oversight of maintenance issues.
- 3.15 Communal areas were generally clean, tidy and well-maintained. Yards and other external spaces were in good condition. An ongoing painting programme across the prison had made significant improvements to wing railings and the internal perimeter wall.
- 3.16 We considered that the prison had made good progress in this area.

Health, well-being and social care

Concern: Health care provision was undermined by a lack of onsite dental services and weak management of long-term conditions.

- 3.17 Dental services had greatly improved. A totally refurbished dental suite had opened on 4 December 2023, and new equipment allowed staff to deliver a full range of NHS treatments. To reduce the backlog, NHS England had funded additional sessions with eight dentistry and two dental therapy sessions now provided weekly, and the prison had matched this commitment by supplying the necessary additional escort staff. There were currently 171 prisoners waiting for an initial assessment, but this list was continuously reducing, with only 25 patients having waited for over 12 weeks to be seen at the time of our visit. Clinic slots had been ring-fenced to ensure any prisoners with severe pain, swelling or obvious urgent need were prioritised. To reduce non-attendance, prisoners were reminded of their appointment by phone the day before they were due to attend.



Refurbished dental suite

- 3.18 There was now a clear pathway to support prisoners with long-term health conditions. They were identified at reception screening and were immediately booked for further assessments and interventions with the

appropriate health care professionals. Managers used a tracker to monitor the service effectively.

- 3.19 Dedicated senior nurses oversaw the ongoing care and treatment of these prisoners and ran long-term conditions clinics from Monday to Thursday. Prisoners received regular reviews of their conditions at these clinics, and had personalised care plans that set out their individual needs and risks. Improvements in governance and audit had allowed leaders to oversee clinical activity systematically, and these approaches had driven up the quality of support to patients with long-term conditions.
- 3.20 We considered that the prison had made good progress in this area.

Time out of cell

Concern: The regime did not provide sufficient time out of cell for a category C resettlement prison.

- 3.21 Following the implementation of a new core day in mid-September 2023, all prisoners now received more time out of their cells for exercise, association and domestic tasks.
- 3.22 Prisoners who were retired, disabled, working full-time and/or had enhanced status received an additional evening domestic session, resulting in them spending almost 10 hours out of their cells a day. Not enough was provided to help them make best use of this time; for example, there were very limited self-cook facilities which could have helped to promote more personal responsibility and life skills, in line with the role of a category C resettlement prison. Prisoners on the excellent enhanced living unit continued to have a regime that provided approximately 12 hours a day out of cell and opportunities to self-cater.
- 3.23 About a fifth of the population were unemployed and/or on the basic level of the incentive scheme. While these prisoners now had about half an hour more time out of cell under the new core day, they still spent approximately 21 hours locked in their cells, which was far too long.
- 3.24 The weekend regime remained unchanged with retired, disabled, enhanced status and working prisoners receiving approximately 6.5 hours out of their cell each day. Currently there were no plans to increase time out of cell for prisoners over the weekend.
- 3.25 We considered that the prison had made good progress in this area.

Education, skills and work



This part of the report is written by Ofsted inspectors. Ofsted's thematic approach reflects the monitoring visit methodology used for further education and skills providers. The themes set out the main areas for improvement in the prison's previous inspection report or progress monitoring visit letter.

Theme 1: What progress have leaders made to provide a broad enough range of education, skills or work activities to meet prisoners' needs?

- 3.26 Since the previous inspection, leaders and managers had provided a broader range of education, skills and work activities to better meet prisoners' needs and readiness for future employment. Most prisoners were engaged in meaningful activities and work, in a full-time capacity, developing the skills that mirrored a working environment in preparation for release. A few prisoners were still engaged in part-time, or less challenging activities, such as working on the prison wings.
- 3.27 Managers had successfully worked with employers and employment networks to secure additional work in the prison estate and private sector. This had led to more work being available in workshops to meet orders, for example, in textiles and refurbishment of electrical equipment for use in other prisons. Also, prisoners completed work in the laundry for hotels and in the bicycle repair shop for further use in the wider community, through charity networks such as Sue Ryder.
- 3.28 In addition, managers had provided new courses and extra spaces on existing activity areas to engage prisoners in meaningful employment. These included, for example, a new Railtrack course, with prisoners carrying out repairs on a recently installed full-scale rail track within the prison, and additional spaces for prisoners requiring construction skills certification scheme (CSCS) cards for release, an older adult restart course and gym courses. Advanced planning for piloting apprenticeships in custody had also taken place.
- 3.29 Attendance in workshops and education was high and had improved since the previous inspection.
- 3.30 Despite the improved full-time provision and greater numbers of prisoners engaged in meaningful activities, unemployment continued to be a problem with spaces provided only being sufficient for just over 80% of the population. This continued to leave too many prisoners not being prepared for work.
- 3.31 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 2: What progress have leaders and managers made to ensure the oversight of education, skills and work drives improvements quickly enough?

- 3.32 Since the previous inspection, leaders and managers had appropriately improved the education and activities provision for prisoners. Weekly focused meetings with senior managers and well-attended quality improvement group meetings had led to significant changes in the provision. In addition, support from regional and national teams to share best practice had enhanced the improvements that were made.
- 3.33 Leaders and managers had put in place appropriate actions to make the improvements that were identified at the previous inspection. These targets were diligently monitored and resulted in swift progress being made. Where targets had not been met, leaders and managers had a clear focus on what needed to be done and by when.
- 3.34 As a result of these actions, more meaningful work activities and a regime that better supported prisoners to prepare for employment on release had been introduced. Improved monitoring of data had led to better prisoner attendance and participation in activities. Recording of prisoners' progress had been established in industries workshops, which enabled them to evidence the working skills they were achieving. More prisoners were able to access enrichment activities beneficial for their release, such as healthy living. Leaders had implemented an improved prisoner local pay policy that better incentivised education and skills development. They had also improved support for prisoners with learning difficulties or disabilities in industries.
- 3.35 Further identified improvements to increase the skills and activities offer could not be achieved; senior managers explained that this would entail a significant additional capital investment, which was not within the current prison budget.
- 3.36 Ofsted considered that the prison had made significant progress against this theme.

Theme 3: What progress have leaders and managers made to ensure that careers information, advice and guidance are effective and promote prisoners' progression fully?

- 3.37 Prison managers had developed a coordinated process for careers education information, advice and guidance (CEIAG) to support prisoners and identify their progression. As part of this process, a revised prisoner induction, digital personal learning plan (DPLP), and a resettlement board for those nearing the end of their sentence had been established.
- 3.38 The CEIAG process involved a multi-agency approach headed by a local training provider, The Growth Company, to provide prisoners with

realistic targets and supportive advice from their induction at HMP Risley through to preparation for employment and resettlement three months prior to their release.

- 3.39 At induction, prisoners completed their DPLPs to identify their existing skills and career aspirations, targets and goals. However, a minority of prisoners were unaware of the plans they had completed, and many could not access these after induction. As a result, too many prisoners did not use these plans to help them to make informed choices as to the progression routes they should follow while at HMP Risley. In addition, most prisoners remained unaware of the CEIAG service on offer to support and guide them, viewing this as only applicable in preparation for resettlement three months prior to release.
- 3.40 The resettlement board, established as part of the CEIAG provision, did provide a comprehensive multi-agency approach, which gave good advice and prepared prisoners well prior to release, checking additional skills for employment goals and seamless continuation of upskilling on release if appropriate. In addition, advice on necessary life skills for release was provided, for example in banking and financial information, mental health support, alcohol and drugs awareness, and benefit support. As a result, prisoners' employment on release had demonstrated an improvement with up to 25% in employment six weeks post-release.
- 3.41 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 4: What progress have leaders and managers made to ensure that prisoners accessing vocational training in industries have enough opportunities to achieve a qualification or have their employment skills recorded?

- 3.42 Leaders and managers had developed greater opportunities for prisoners to achieve qualifications in industries and work, and record their employment skills. Generic employability skills had been identified to support prisoners in achieving these qualifications. Since the previous inspection, this had resulted in more prisoners achieving qualifications which demonstrated their employability. Approximately 200 prisoners had achieved at least one qualification. However, too many prisoners still did not see the value of these employability qualifications. Managers acknowledged that more promotion of recording and accreditation of these skills was needed.
- 3.43 Many prisoners expressed a desire to achieve specific vocational qualifications to demonstrate the skills they had acquired. For example, those in bicycle repair valued the industry accreditation that they achieved in developing these skills. However, other prisoners who were unable to achieve qualifications specific to their work area, such as in desktop publishing, did not appreciate the value of the generic employability skills they were being offered.

- 3.44 Managers had established the recording of employability skills in industries via 'progress in workshop' booklets. Although many booklets were incomplete due to the short time in workshops, others were completed fully. Feedback on timekeeping, reliability and teamwork demonstrated competence. Instructor feedback was personalised and in-depth for prisoners in the better of these booklets. However, many prisoners did not see the value in recording their progress, as the quality of the workshop booklets was not of a consistently high standard. For these prisoners, the recording of their skills remained incomplete.
- 3.45 Ofsted considered that the prison had made reasonable progress against this theme.

Interventions

Concern: Far too many prisoners convicted of sexual offences were released without having completed offending behaviour work specific to their risks.

- 3.46 A needs analysis had now been carried out across the prison and an offending behaviour programme, 'Horizon', had been provided specifically for prisoners convicted of sexual offences. A further new programme, 'New Me Strengths', was especially suited to those with learning difficulties and challenges. It was being delivered to mainstream prisoners but was due to be extended to sex offenders in the current year.
- 3.47 With up to 20 places a year for each of these programmes and the same for the Thinking Skills Programme, the acute need identified at the full inspection was starting to be met. The Horizon waiting list of 39 prisoners was not excessive.
- 3.48 Additional work was being undertaken to meet prisoners' offending behaviour needs. Programmes staff were now working more closely with the OMU and with community probation staff, so that prisoners without sufficient time left to complete an offending behaviour programme at Risley could do so following discharge. Some prisoners had gone on to complete a full programme in the community, either through temporary release from an open prison or when released on licence at the end of their sentence.
- 3.49 At the full inspection, there had not been enough staff qualified for structured one-to-one offending behaviour work with prisoners. The number of probation staff had very recently increased, with three extra full-time probation officers. Additionally, all the prison-employed offender managers had been trained to work with sex offenders, and could deliver non-accredited one-to-one work. Both groups of staff had only just started to run such work, but now had the capacity and skills to provide much more support than in the past.
- 3.50 We considered that the prison had made good progress in this area.

Section 4 Summary of judgements

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

HMI Prisons concerns

Recorded levels of self-harm among prisoners were high and too often support ended without the underlying causes having been addressed.

Reasonable progress

Living conditions had deteriorated across many wings and showers were in a particularly poor state.

Good progress

Health care provision was undermined by a lack of onsite dental services and weak management of long-term conditions.

Good progress

The regime did not provide sufficient time out of cell for a category C resettlement prison.

Good progress

Far too many prisoners convicted of sexual offences were released without having completed offending behaviour work specific to their risks.

Good progress

Ofsted themes

What progress have leaders made to provide a broad enough range of education, skills or work activities to meet prisoners' needs?

Reasonable progress

What progress have leaders and managers made to ensure the oversight of education, skills and work drives improvements quickly enough?

Significant progress

What progress have leaders and managers made to ensure that careers information, advice and guidance are effective and promote prisoners' progression fully?

Reasonable progress

What progress have leaders and managers made to ensure that prisoners accessing vocational training in industries have enough opportunities to achieve a qualification or have their employment skills recorded?

Reasonable progress

Appendix I About this report

HM Inspectorate of Prisons (HMI Prisons) is an independent, statutory organisation which reports on the treatment and conditions of those detained in prisons, young offender institutions, secure training centres, immigration detention facilities, court custody and military detention.

All visits carried out by HM Inspectorate of Prisons contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees. HM Inspectorate of Prisons is one of several bodies making up the NPM in the UK.

Independent reviews of progress (IRPs) are designed to improve accountability to ministers about the progress prisons make in addressing HM Inspectorate of Prisons' concerns in between inspections. IRPs take place at the discretion of the Chief Inspector when a full inspection suggests the prison would benefit from additional scrutiny and focus on a limited number of the concerns raised at the inspection. IRPs do not therefore result in assessments against our healthy prison tests. HM Inspectorate of Prisons' healthy prison tests are safety, respect, purposeful activity and rehabilitation and release planning. For more information see our website:

<https://www.justiceinspectorates.gov.uk/hmiprisons/our-expectations/>

The aims of IRPs are to:

- assess progress against selected priority and key concerns
- support improvement
- identify any emerging difficulties or lack of progress at an early stage
- assess the sufficiency of the leadership and management response to our concerns at the full inspection.

This report contains a summary from the Chief Inspector and a brief record of our findings in relation to each concern we have followed up. The reader may find it helpful to refer to the report of the full inspection, carried out in [MONTH, YEAR] for further detail on the original findings (available on our website at <https://www.justiceinspectorates.gov.uk/hmiprisons/>).

IRP methodology

IRPs are announced at least three months in advance and take place eight to 12 months after a full inspection. When we announce an IRP, we identify which concerns we intend to follow up (usually no more than 15). Depending on the concerns to be followed up, IRP visits may be conducted jointly with Ofsted (England), Estyn (Wales), the Care Quality Commission and the General Pharmaceutical Council. This joint work ensures expert knowledge is deployed and avoids multiple inspection visits.

During our three-day visit, we collect a range of evidence about the progress in implementing each selected concern. Sources of evidence include observation, discussions with prisoners, staff and relevant third parties, documentation and data.

Each concern followed up by HMI Prisons during an IRP is given one of four progress judgements:

No meaningful progress

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

Insufficient progress

Managers had begun to implement a realistic improvement strategy to address this concern but the actions taken since our inspection had not yet resulted in sufficient evidence of progress (for example, better and embedded systems and processes).

Reasonable progress

Managers were implementing a realistic improvement strategy to address this concern and there was evidence of progress (for example, better and embedded systems and processes) and/or early evidence of some improving outcomes for prisoners.

Good progress

Managers had implemented a realistic improvement strategy to address this concern and had delivered a clear improvement in outcomes for prisoners.

When Ofsted attends an IRP its methodology replicates the monitoring visits conducted in further education and skills provision. Each theme followed up by Ofsted is given one of three progress judgements.

Insufficient progress

Progress has been either slow or insubstantial or both, and the demonstrable impact on learners has been negligible.

Reasonable progress

Action taken by the provider is already having a beneficial impact on learners and improvements are sustainable and are based on the provider's thorough quality assurance procedures.

Significant progress

Progress has been rapid and is already having considerable beneficial impact on learners.

Ofsted's approach to undertaking monitoring visits and the inspection methodology involved are set out in the *Further education and skills inspection handbook*, available at <https://www.gov.uk/government/publications/education-inspection-framework>.

Inspection team

This independent review of progress was carried out by:

Hindpal Singh Bhui	Team leader
Martin Kettle	Inspector
Emma Roebuck	Inspector
Stephen Eley	Health and social care inspector
Si Hussain	Care Quality Commission inspector
Malcolm Bruce	Ofsted inspector
Darryl Jones	Ofsted inspector

Appendix II Glossary

We try to make our reports as clear as possible, and this short glossary should help to explain some of the specialist terms you may find. If you need an explanation of any other terms, please see the longer glossary, available on our website at: <http://www.justiceinspectorates.gov.uk/hmiprisons/about-our-inspections/>

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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