



HM Prison &  
Probation Service

Action Plan: HMP Ranby

Action Plan Submitted: 09th June 2025

A Response to the HMIP Inspection: 10<sup>th</sup> – 20<sup>th</sup> February 2025

Report Published: 19 May 2025

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



## ACTION PLAN: HMCIP REPORT

### ESTABLISHMENT: HMP RANBY

| 1.<br>Rec<br>No   | 2.<br>Concerns  | 3.<br>Response<br>Action Taken/Planned  | 4.<br>Responsible<br>Owner | 5.<br>Target Date |
|-------------------|---|---|----------------------------|-------------------|
| Priority concerns |   |   |                            |                   |
| 1.                | There were too many drugs in the prison, 24% of men said they had developed a drug problem whilst at the prison and this was significantly worse (38%) on houseblocks one, two and three. | HMP Ranby will review options to improve physical security to reduce the threat of drones and submit bids to improve the security of windows, increased CCTV coverage and consideration of anti-drone netting. There will be dependencies on national estates funding to complete this work. Bids will be submitted by the end of July 2025 in attempt to secure work completion within the current financial year. | Governor                   | July 2025         |
|                   |   | HMP Ranby has introduced a new process for daily checking of cell windows looking for damage prior to unlock to reduce the risk of drugs entering the prison via drones in addition to daily Accommodation Fabric Decency Checks. This will be quality assured by Residential Managers.   | Governor                   | Complete          |
|                   |   | HMP Ranby have reviewed and focused the deployment of staff to the key threat of drones, including implementation of external patrols by night staff, targeted deployment during free movement and enhanced deployment of dog handler resource to external areas.   | Governor                   | Complete          |
|                   |   | HMP Ranby will invest in the upskilling of 8 local staff to an appropriate standard for Dedicated Searching. This will improve searching capabilities across the site and provide a resource that can be adapted and deployed to meet local risks.  | Governor                   | January 2026      |
|                   |   | HMP Ranby will review access to mutual aid services and the Substance Misuse Gym Programme across houseblocks 1, 2  | Governor                   | June 2025         |



|    |  |   |                                 |                                       |
|----|--|---|---------------------------------|---------------------------------------|
|    |  | <p>and 3 to broaden provision across the establishment to meet the needs of the population. Key initiatives include Trauma informed Yoga, acupuncture, SMART recovery groups and diet and nutrition.</p> <p>HMP Ranby will improve communication to prisoners regarding Substance Misuse support available. This will be done by incorporating Peer Mentors into the prisoner induction process to raise awareness of interventions available.</p>  | Governor                        | August 2025                           |
| 2. | Many of the buildings were dilapidated and dirty, and prisoners struggled to get basic items, such as bedding, cleaning materials and prison issue clothing. | <p>HMP Ranby has introduced a new process to ensure access to basic items within the Induction unit. This brings together the Clothing Exchange Service, Reception, and Induction Wing. The process consists of a daily check of the 'kit welcome pack' within the reception function and a prisoner led 'cell readiness' check. This is quality assured by Induction staff and Residential Managers. A further level of assurance will be provided through a one-off survey completed by the prisoner expectations team to guide a review of effectiveness of the new process. This will be emulated across the establishment to ensure continuity of provisions across all areas.</p> <p>HMP Ranby are piloting a decency workshop that produce individual packs containing basic hygiene items. These packs are delivered on a weekly basis. Additional funds have been allocated to ensure sufficient stocks are in place to maximise consistency through the year. This extra resource includes expenditure on cleaning equipment to ensure all areas are resourced appropriately.</p> | <p>Governor</p> <p>Governor</p> | <p>September 2025</p> <p>Complete</p> |



|    |   |  |          |                |
|----|---|--|----------|----------------|
|    |   | HMP Ranby will review the residential clothing exchange service to ensure that prisoners can confidently exchange clothing on a weekly basis.  | Governor | September 2025 |
|    |   | HMP Ranby will take action to repair flooring damage on Houseblock 1 South to achieve a decent communal environment. This work will be completed by the local Project Party.   | Governor | July 2025      |
|    |   | HMP Ranby have submitted a bid for funding to replace the showers on Houseblock 2 which have been highlighted as in poor condition. An immediate assessment of all prisoner showers on Houseblock 2 and Houseblock 3 has been carried out by the Facilities Management provider with remedial actions taken and ongoing painting included in the establishment's painting programme. | Governor | August 2025    |
|    |   | A review of the training needs analysis will be completed to ensure that training is appropriately aligned to the needs of each grade. This will improve staff capability across all grades and empower and encourage staff to challenge inappropriate behaviour that are witnessed.   | Governor | June 2025      |
| 3. | The strategic health care partnership had failed to address long-standing deficiencies in service delivery. | The strategic healthcare partnership is delivered via the local delivery board which is chaired by the prison and scheduled to meet quarterly.   | NHSE     | Complete       |



|    |  |   |   |                                  |
|----|--|---|---|----------------------------------|
|    |  | <p>The deficiencies for healthcare service delivery are regularly reviewed and any contractual actions addressed by NHSE commissioners via CRM and action plans.</p> <p>Commissioners have asked for the terms and reference to be reviewed by all key stakeholders which has been completed. Monthly meetings with the prison, healthcare and commissioner are scheduled to support healthcare service delivery.</p>   |   |                                  |
| 4. | <p>Clinical governance of health services was weak. Health care complaints were not confidential, there was no clinical audit schedule, and compliance with appraisal and statutory and mandatory training was poor.</p> | <p>Nottinghamshire Healthcare NHS Foundation Trust as the Healthcare provider for HMP Ranby, have taken the findings of the joint HMIP/CQC inspection and are implementing a structured and targeted action plan to address each concern raised. A summary of the immediate and planned actions are outlined below.</p> <p><b>Confidentiality of Healthcare Complaints</b></p> <ul style="list-style-type: none"> <li>• <i>Actions taken:</i> The current complaint submission routes have been reviewed and secure complaint boxes have been re-instated onto the wings to ensure patients can raise concerns confidentially.</li> <li>• <i>Planned actions:</i> A revised complaints process is being introduced, to ensure robustness. The Head of Healthcare has created a video to be shared to all patients so they will know how to raise concerns, and additional signage will be in place in patient areas.</li> </ul> | <p>Nottinghamshire Healthcare NHS Foundation Trust</p> <p>Nottinghamshire Healthcare NHS Foundation Trust</p> | <p>July 2025</p> <p>Complete</p> |



|  |  |   |  |   |  |
|--|--|---|--|---|--|
|  |  | <p><b>Clinical Audit Schedule</b></p> <ul style="list-style-type: none"> <li>• <i>Actions taken:</i> An immediate review of existing audits has been completed. A baseline of clinical governance compliance has been undertaken to inform priorities.</li> <li>• <i>Planned actions:</i> A comprehensive clinical audit schedule will be implemented across all sites, aligned to local, Trust, and national standards. This will include clear reporting lines through governance meetings and will be tracked for delivery and impact.</li> </ul> <p><b>Appraisal Compliance</b></p> <ul style="list-style-type: none"> <li>• <i>Actions taken:</i> Local reporting systems have been used to identify appraisal compliance gaps and individual staff who are overdue. Weekly reporting has been implemented to track recovery plan.</li> <li>• <i>Planned actions:</i> A recovery plan has been implemented with clear deadlines and accountability for completion. Monthly reports will be produced and monitored at site and divisional governance meetings.</li> </ul> <p><b>Statutory and Mandatory Training Compliance</b></p> <ul style="list-style-type: none"> <li>• <i>Actions taken:</i> Current compliance levels have been reviewed, and staff with overdue training have been contacted with deadlines for completion.</li> <li>• <i>Planned actions:</i> Protected training time is being mapped to allow staff to complete e-learning. Compliance will be monitored weekly with targeted support for any persistent gaps, and improvement trajectories will be shared with operational and clinical leads. Nottinghamshire Healthcare</li> </ul> | <p>Nottinghamshire Healthcare NHS Foundation Trust</p> <p>Nottinghamshire Healthcare NHS Foundation Trust</p> <p>Nottinghamshire Healthcare NHS Foundation Trust</p> | <p>Complete</p> <p>Complete</p> <p>Complete</p> | <p>July 2025</p> <p>July 2025</p> <p>July 2025</p> |
|--|--|---|--|---|--|



|    |  |  |   |  |
|----|--|--|---|--|
|    |  | NHS Foundation Trust are committed to strengthening clinical governance framework and embedding sustainable improvements. Each action is being tracked through the quality governance structure, and with senior clinical leadership oversight and external assurance where required.  |   |  |
| 5. | Too few prisoners attended education, skills and work, particularly in industries workshops. | <p>Activity attendance data will be utilised to enable a priority structure for keyworker sessions; this will allow key workers to engage in open conversations about barriers to engagement in structured activities and explore the possibility of avenues that expand skill sets prior to release.</p> <p>HMP Ranby will review capacity within individual workshops targeted at increasing the numbers of men engaged in activity. The additional instructors available through the Longer Working Week Project will also help to maximise the allocations and capacity available.</p> <p>HMP Ranby will continue to work with the Longer Work Week project (LWW) which will begin in June/July 2025. The LWW project will recreate a working day that will aim to harmonise</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>July 2025</p> <p>August 2025</p> <p>February 2026</p> |





|  |  |   |   |  |
|--|--|---|---|--|
|  |  | <p>the prisoner working day with that of the community and thus enhance employability skills. Additional staffing resources (to be recruited in the latter half of 2025) and infrastructure that come within the investment will be utilised in a structured manner to promote activity attendance and ensure that non-attendance is able to be appropriately challenged and barriers to attendance addressed. The project comprises of an initial 4-year investment, followed by an evaluation. Infrastructure changes implemented will allow the establishment to continue this work regardless of evaluation outcome.</p> <p>HMP Ranby will implement a new system for activity attendance which will provide greater scrutiny on the allocation and attendance of appointments across the site. This will aim to ensure that timely challenges meetings are held to increase activity attendance and decrease the time lost for partner agencies.</p> <p>HMP Ranby will perform an asset review across the industries department to highlight current and emerging risks through aging equipment. Once finalised, funding will be investigated to minimise the amount of activity spaces lost through maintenance related shutdowns.</p> <p>HMP Ranby will engage with the business change group to review current strengths and weaknesses of each activity area and produce bespoke action plans to improve attendance.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>June 2025</p> <p>September 2025</p> <p>September 2025</p> |
|--|--|---|---|--|



|              |   |  |          |                |
|--------------|---|--|----------|----------------|
| 6.           | Support from offender managers and key workers to help prisoners progress through their sentence was lacking.                 | HMP Ranby will ensure all sentence plan goals and objectives will be available on Digital Prison Services.   | Governor | September 2025 |
|              |   | Upskilling will be completed with the local dedicated keyworker team to ensure sessions evidence discussion around these goals to support progression, and an online Keyworker Hub will be introduced to pool resources for the team.  | Governor | September 2025 |
|              |   | HMP Ranby will introduce assurance of 5% of the digital prisoner applications (excluding transactional applications) to provide oversight of Prison Offender Manager contact with prisoners. HMP Ranby will drive up levels of contact by identifying any barriers to this and seeking appropriate solutions.                          | Governor | October 2025   |
| Key Concerns |   |  |          |                |
| 7.           | Data analysis was often not used to improve outcomes in areas such as fair treatment and reducing reoffending.                | HMP Ranby has recently recruited into the role of fair treatment lead. This will ensure that data is presented at the equality, diversity and inclusion meeting that is appropriate, and effective action is taken to address any disparity or disproportionality identified in the population.  | Governor | June 2025      |
| 8.           | There was little to promote positive behaviour, and persistent rule breaking by prisoners went unchallenged by many officers. | HMP Ranby will focus on staff capability and development to deliver consistent behaviour standards with prisoners. This will be done by introducing this as an item to the established staff wellbeing committee as well as daily manager led residential briefings focusing on standards and rules to generate a consistent approach. | Governor | July 2025      |



|    |  |  |          |                |
|----|--|--|----------|----------------|
|    |  | <p>HMP Ranby will utilise in cell technology to introduce residential forums focusing on wing communities and behavioural expectations with contributions from prisoners and staff. These will be recorded and published to prisoners via their in-cell laptops to improve understanding.</p> <p>HMP Ranby will review the local incentives policy to include improved benefits to enhanced level, incorporating clothing parcels, increased private cash availability, photo printing services and visits enhancements. The basic level of the incentives scheme will also be reviewed with increased ownership on the individual to set goals through Incentives reviews, this will ensure that progression routes are reflective for the individual to ensure a self-invested approach. Assurance on review quality and time on the basic regime is completed by regular Residential Manager checks and is monitored via a weekly meeting with Senior Managers.</p> | Governor | October 2025   |
|    |  |  | Governor | October 2025   |
| 9. | Medicine administration took too long and was poorly supervised. | <p>HMP Ranby will conduct a review of medication issuing across the prison to identify any actions to improve timeliness and supervision, taking forward actions as appropriate.</p> <p>HMP Ranby will work with the healthcare provider to implement a memorandum of understanding and procedure for the use of the existing medication lockers, overseen by the Head of Health and Wellbeing that will aim to reduce dispensing times, allowing staffing resources to provide support in other areas. This will be monitored via contact and performance meetings held with commissioners.</p>   | Governor | September 2025 |
|    |  |  | Governor | October 2025   |



|     |   |   |          |             |
|-----|---|---|----------|-------------|
| 10. | Too many prisoners on houseblocks one, two and three were not engaged in meaningful and purposeful activity.            | HMP Ranby will review the activity availability across Houseblock 1, 2 and 3 to ensure that attendance is not only actively promoted but also prioritise attendance at meaningful, purposeful activity and to ensure there are no clashes with other activities such as the gym.  | Governor | August 2025 |
|     |   | HMP Ranby will review its prisoner induction package to ensure that progression into activities is not hampered by an overly lengthy induction process. The induction will then flow into a work allocation in a timely manner.   | Governor | August 2025 |
|     |   | HMP Ranby have introduced a weekly data review to inform a strategic response that progresses the prison priorities. Residential areas will provide an oversight for their areas surrounding activity attendance, and the actions that are being taken to contribute towards improving engagement. Weekly data is then consolidated and analysed in a monthly residential meeting to highlight trends and share practises across the sight and improve future attendance. | Governor | Complete    |
| 11. | Support to help prisoners develop their employability skills in preparation for release was lacking in some work areas. | HMP Ranby will ensure that Industrial managers work with the education provider to review each individual workshop to create an employability curriculum and a pathway how each employability skill can be developed in each individual   | Governor | March 2026  |



|     |  |   |                                 |   |
|-----|--|---|---------------------------------|---|
|     |  | <p>workshop. These will be displayed within the workshops to ensure that routes and targets are clear.</p> <p>Since the inspection, manufacturing/assembly work has moved into a bigger workshop, creating more prisoner roles and additional manufacturing and assembly work has been introduced to the prison on a trial basis. HMP Ranby will continue to engage with links to external business to ensure suitable employability skills are available, which will be used to focus future conversations.</p>  | Governor                        | November 2025                               |
| 12. | Leaders had not yet implemented the reading strategy in full and the new curriculum for personal development was not yet sufficiently benefiting a large enough number of prisoners. | <p>HMP Ranby will continue to build on the reading strategy by employing a Reading Lead. This role will increase the importance of reading on houseblocks and in workshops as well as engaging a range of vulnerable groups into reading.</p> <p>HMP Ranby will utilise in cell technology to make Shannon Trust available on prisoner laptops to broaden access to reading support and increase the periods of accessibility which are currently limited to within the core day. Referrals are monitored at a data capture meeting each week and will continue to be discussed at the monthly Education Performance Meeting, along with library access and footfall.</p> | <p>Governor</p> <p>Governor</p> | <p>September 2025</p> <p>September 2025</p> |
| 13. | The range of help to maintain family ties was limited and there were too few social visit sessions to meet demand.   | HMP Ranby has reviewed the space available for social visits and has increased weekly capacity from 180 to 198 places through a new seating plan. A family engagement forum has been introduced, with the first session held in March 2025, to generate further improvements. An indicator of early success has already been delivered through improvements to the range of food options available, which was an identified issue through   | Governor                        | Complete                                    |



|     |   |   |                                 |                                       |
|-----|---|---|---------------------------------|---------------------------------------|
|     |   | <p>the forum. This forum will remain ongoing to seek continual improvement where accessible.</p> <p>HMP Ranby has improved the provision of family visits by increasing the session length and capacity. All family visits are now themed with activities in place to enhance the experience.</p> <p>HMP Ranby will enhance the scope of activities available to support family links by improving the Storybook Dads provision to include video recording.</p>   | <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>September 2025</p> |
| 14. | Communication with prisoners about resettlement arrangements was lacking. | <p>HMP Ranby will complete a strategic review of the communication arrangements from the pre-release panel meeting to ensure clear communication lines regarding outcomes to the end user. The scope of delivery will be expanded, where possible, to include high risk prisoners that don't come under the current model, which comprises of low and medium risk prisoners that are reporting to be no fixed abode at release.</p> <p>HMIP Ranby will ensure that 5% of manager assurance checks of prisoner applications are completed to ensure the effectiveness and timelessness of responses through the prisoner application system. This will allow identification of strengths and weaknesses and any actions required to ensure an improved experience.</p> | <p>Governor</p> <p>Governor</p> | <p>July 2025</p> <p>February 2026</p> |

