



Report on an independent review of progress at

HMP Ranby

by HM Chief Inspector of Prisons

20–22 October 2025



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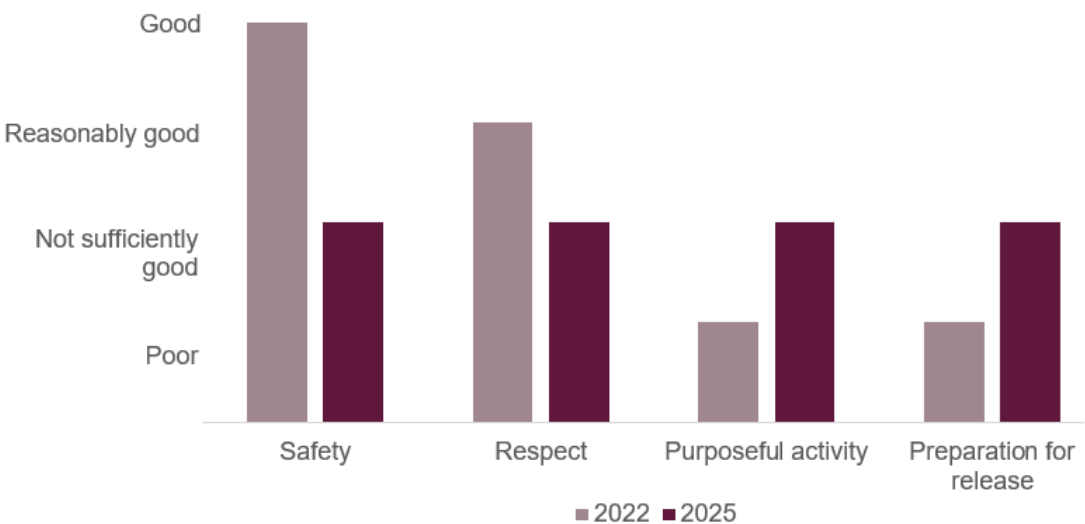
Section 1 Chief Inspector’s summary

- 1.1 HMP Ranby is a category C training and resettlement prison in the East Midlands, holding around 1,000 adult men. Originally a World War II army camp, it was converted to a prison in the early 1970s. Since then, several purpose-built accommodation units have been added.
- 1.2 This review visit followed up on the concerns we raised at our last inspection of HMP Ranby in 2025.

What we found at our last inspection

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

Figure 1: HMP Ranby 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, the influx of drones bringing large amounts of contraband into the prison was affecting outcomes for prisoners in many areas of prison life. Illicit drugs were the cause of poor attendance at activities, and levels of violence that were higher than in most similar prisons. This led to a fall in our healthy prison assessment for ‘safety’ from good to not sufficiently good.
- 1.5 Overall, we found that outcomes for prisoners depended very much on where they were housed. The majority, who resided on houseblocks one, two, three and five, had a bleak existence, living in accommodation that was dilapidated and cells that were poorly equipped. Staff were not visible on these units and behaviour was poor, with officers failing to enforce even basic rules. Astonishingly, 300 prisoners were not in purposeful activity, and were lucky if they got out of their cells for two hours as day, which was not acceptable for a category C training prison.

- 1.6 For the those living on other houseblocks (around a third of prisoners), outcomes were reasonable; they were housed in decent conditions and most had access to purposeful activity and some good time out of cell (see Glossary). At the time, I said that the aim of the local and regional leaders (see Glossary) must be to expand the many positives on which we reported, to cover a much larger proportion of the population. A determined focus to limit drugs getting into the prison was also needed, along with efforts to reduce demand by providing a better regime and treatment for those who were addicted.

What we found during this review visit

- 1.7 At this visit to review progress, we found much that was encouraging. A strong and capable governor had a clear and well-communicated plan to address our concerns. Motivated and visible frontline managers were implementing new systems to drive forward improvements. While the larger houseblocks were still in a poor state and in need of investment, the environment was generally cleaner and living conditions were better overall. We saw low-level antisocial behaviour now being challenged, although more still needed to be done to motivate positive behaviour.
- 1.8 Although attendance at activities from houseblocks one, two and three was still not good enough, leaders were prioritising access to purposeful activity and challenging individuals to participate in education and work. Early indications from the 'longer working week' trial in the workshops, where prisoners stayed unlocked at lunchtime, were encouraging.
- 1.9 While leaders and staff are to be commended for the progress we found towards the prison fulfilling its primary training function, the wide availability of illicit drugs remains a considerable concern. Unless the prison gets HM Prison and Probation Service (HMPPS) investment in physical security to limit drugs getting into the prison via drone incursions, outcomes for prisoners in many areas will be harder to improve.

Charlie Taylor

HM Chief Inspector of Prisons

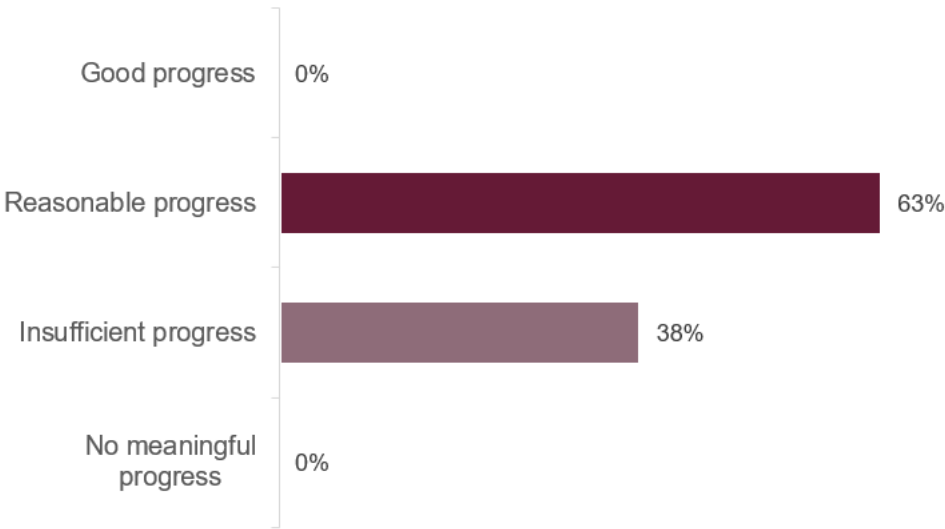
November 2025

Section 2 Key findings

- 2.1 At this IRP visit, we followed up eight concerns from our most recent inspection, in February 2025, and Ofsted followed up three 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 reasonable progress in five concerns and insufficient progress in three concerns.

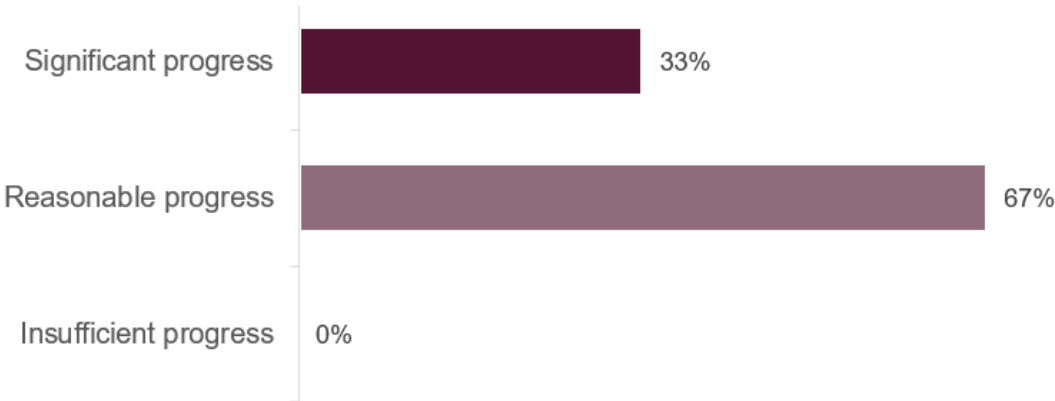
Figure 2: Progress on HMI Prisons concerns from February 2025 inspection (n=8)

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 was significant progress in one theme and reasonable progress in two themes.

Figure 3: Progress on Ofsted themes from February 2025 inspection.



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 no examples of notable positive practice during this IRP visit.

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.

Encouraging positive behaviour

Concern: There was little to promote positive behaviour, and persistent rule breaking by prisoners went unchallenged by many officers.

- 3.1 During our visit, we saw less low-level antisocial behaviour; for example, fewer prisoners were vaping on the landings or wearing inappropriate clothing in communal areas than at the time of the inspection.
- 3.2 Leaders had rotated some experienced officers to the larger wings, to support officers who were new in service.
- 3.3 Additional residential custodial managers had been recruited to provide more support for officers, and during our visit we saw that the visibility of frontline leaders had improved.
- 3.4 There were still many prisoners on the basic level of the incentives scheme (around 118), but reviews were now completed on time and targets were more meaningful.
- 3.5 However, many prisoners we spoke to felt that there was little to motivate them to behave well, other than the possibility of moving to the better houseblocks. Prisoners on houseblocks one, two and three still felt that this was unachievable and that there were not enough incentives to motivate them to aim for enhanced status.
- 3.6 Few new incentives had been introduced since the inspection, but the incentives policy was in the process of being updated. However, leaders had expanded some of the job roles available to those in part-time work and some prisoners on houseblocks one, two and three had been allocated to the 'longer working week' workshops (see also paragraph 3.43).
- 3.7 We considered that the prison had made reasonable progress in this area.

Security

Concern: There were too many drugs in the prison, 24% of men said they had developed a drug or alcohol problem whilst at the prison and this was significantly worse (38%) on houseblocks one, two and three.

- 3.8 The random mandatory drug testing rate had increased from 23% at the time of the inspection to around 40% in the year to date, which was among the highest for category C prisons. Prisoners told us that drugs were still widely available, and more prevalent on houseblocks one, two and three.
- 3.9 Drones remained the biggest risk to order and control at the prison. During our visit, a drone parcel was intercepted by staff. Leaders continued to work hard to address this threat, but investment was needed by HMPPS to address weaknesses in physical security.



Drone warning signs

- 3.10 The windows on several wings were not secure, and in need of replacement or the addition of window grilles to prevent drug ingress via drones. Prison leaders had managed to fund a small number of window grilles, but were not yet resourced to install these across the site.
- 3.11 Leaders had continued to work closely with the police in connection with several recent large-scale operations. These had led to charges being brought against prisoners involved in the supply of illicit articles. Additional measures by prison leaders to reduce drug supply included extra staff on night duty to disrupt drone activity, more dedicated search training and increasing the number of searches.
- 3.12 There were still gaps in NHS-provided substance misuse services, but prison leaders had made commendable steps to offer support. A substance misuse officer was completing low-level interventions with prisoners, and additional mutual aid groups, awareness sessions, auricular acupuncture and trauma-informed yoga had also been introduced.
- 3.13 Leaders were taking a more recovery-focused approach to managing the high numbers found to be 'under the influence' and were working with prisoners to develop meaningful care plans to address their issues.

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

Living conditions

Concern: Many of the buildings were dilapidated and dirty, and prisoners struggled to get basic items, such as bedding, cleaning materials and prison issue clothing.

- 3.15 There had been some early signs of improvement, but living conditions between the houseblocks continued to vary enormously.
- 3.16 Houseblocks four, six, seven and eight were generally in good condition and provided a more positive environment for prisoners. Many prisoners on these houseblocks were in single cells, and all had their own in-cell shower.



Typical pod on houseblock eight (left) and typical pod bathroom on houseblock eight

- 3.17 By contrast, houseblocks one, two, three and five were in a poorer state of repair. For example, some cells remained ill equipped, with makeshift privacy screens and window curtains, damaged sinks and flooring, broken furniture and leaking toilets.



Damaged cell flooring (left) and leaking toilet

- 3.18 However, a dedicated custodial manager had recently been appointed to lead improvement efforts, including implementing a deep-cleaning programme and quality assurance cell checks to drive standards of decency.
- 3.19 A prisoner-led cell-refresh programme had recently started on houseblock one north and houseblock five east, and early signs of improvement were encouraging.



Refreshed flooring and walls in a cell on houseblock one north (left) and close-up of refreshed flooring in the same cell

- 3.20 Ongoing issues with the showers on the larger houseblocks remained, particularly on houseblock five east, where most showers on the first landing were out of action. An operational capacity reduction of up to 48 spaces had been agreed, to allow for refurbishment work to take place. However, at the time of the visit it was uncertain when work would start.



Out-of-action showers on houseblock five east

- 3.21 During our visit, we observed reasonably clean communal areas overall, and that the damaged flooring on houseblock one south that we had identified at the inspection had been repaired.



Damaged flooring on houseblock one south at the time of the inspection in February 2025 (left) and repaired flooring on houseblock one south at the time of this visit.

- 3.22 New clothing exchange processes had recently been introduced to improve the tracking, accountability and secure handling of prisoners' items. However, some prisoners still struggled to get basic items, such as a pillow and toilet roll.

- 3.23 Cleaning cupboards were not always well stocked. However, the introduction of weekly 'decency packs', along with new equipment and improved processes for managing cleaning supplies on houseblocks one, two and three were positive developments.



Cleaning cupboard on houseblock seven



Cleaning supplies on houseblock one (left) and houseblock two

- 3.24 We considered that the prison had made reasonable progress in this area.

Health, wellbeing and social care

Concern: The strategic health care partnership had failed to address long standing deficiencies in service delivery.

- 3.25 Local strategic working relationships, which had deteriorated before the change of health care provider, were now being recalibrated with the new provider (Northamptonshire Healthcare Foundation NHS Trust (NHFT)), whose contract had started on 1 October 2025.

- 3.26 The local delivery board had been meeting regularly and now intended to adopt new terms of reference and agenda that were designed better to address joint operational issues faced by the prison and health care department.
- 3.27 The regional strategic partnership board had lapsed, but there were arrangements to restart the meetings after our visit. Before the change in health care provider, the governor and NHS commissioner had held regular meetings to exchange information. This had been successful in creating mutual understanding during a challenging time of transition.
- 3.28 We considered that the prison had made reasonable progress in this area.

Concern: 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.

- 3.29 Many areas of clinical governance had been strengthened since the inspection, although some needed further attention.
- 3.30 The current vacancy of 24% of staffing had reduced from 27% at the time of the inspection, and would decrease further following the arrival of 11.8 whole-time-equivalent new staff who were currently in vetting. In addition, some new roles had been funded. We were told that staff appraisals and mandatory training were now above 90%, and staff we spoke to were positive about the change of employer.
- 3.31 Systems for organisational learning had improved since summer 2025 with the reintroduction of clinical audits. An efficient and confidential complaints process, with appropriate oversight and a regular patient forum to consult service users, had been introduced.
- 3.32 Two administrative staff had recently joined the team, and had begun to address issues associated with the internal and external appointment systems. Nurses made sure that all new patients had access to a comprehensive health assessment within seven days of arrival. There were currently only 20 patients on the waiting list, and the average waiting time to see the GP was five days, compared with 129 on the list, waiting up to eight weeks, at the time of the inspection. Staff time management had improved following the addition of much needed office furniture and computer equipment.
- 3.33 Gaps in services remained in mental health and addiction therapies due to low staffing. However, the appointment of two psychology staff had improved access to some therapies in mental health, and the continuing addiction support from the prison had increased access to recovery support (see also paragraph 3.12).
- 3.34 Other areas of practice had improved. For example, patients now received opaque bags in which to carry their in-possession medicines, reducing the likelihood of intimidation; nurses attended all planned uses

of force; and immediate remedial action had been taken by NHFT to address some unsatisfactory practices in medicines management.

- 3.35 We considered that the prison had made reasonable progress in this area.

Concern: Medicine administration took too long and was poorly supervised.

- 3.36 Since the inspection, the congestion during morning medicines administration had been reduced. This had been achieved by administering some opioid substitutes in different ways, including giving orolingual buprenorphine at lunchtime, and some patients now having intramuscular buprenorphine at depot injection clinics (see Glossary). However, medicine cabinets for the secure self-collection of medicines had not been used by the previous health provider, despite their presence in the prison for several years.
- 3.37 Most patients still experienced delays at medicine hatches. We observed medicines administration running late and the frustration this caused among the waiting patients. The delay was the result of patients failing to attend and attempts being made to locate them.
- 3.38 We observed good supervision of medicines administration by prison officers. However, NHS staff and patients in the queues told us that this was not consistent and that there had been occasions when no officers had been present, increasing the risk of bullying and diversion of medicines.
- 3.39 We considered that the prison had made insufficient progress in this area.

Time out of cell

Concern: Too many prisoners on houseblocks one, two and three were not engaged in meaningful and purposeful activity.

- 3.40 Since the inspection, there had been a slight increase in the number of prisoners from houseblocks one, two and three who were engaged in off-wing purposeful activity. In our roll checks, 15% of prisoners were off the wings in work, education or training, compared with 10% at the inspection, and we found 30% (compared with 35%) locked in their cells.
- 3.41 Our checks found a further 9% of prisoners working on these wings. Some were also engaged in other activities on these units, including induction (houseblock one), substance misuse services (houseblock two) and the Creating Future Opportunities programme that was preparing prisoners for release (houseblock three).

- 3.42 Outcomes for prisoners on the other houseblocks, where the regime allowed for full-time work, were still much better. We found 46% of the prisoners there involved in work, education or training off the wings, and no one locked in their cells during the working day.
- 3.43 Although the regime on houseblocks one, two and three did not support full-time work, as prisoners residing there had no evening association during which to carry out domestic activities and access the gym, most education, work and training opportunities were now available to them. For example, 13 prisoners from these houseblocks were participating in the 'longer working week' trial, which allowed them to work an additional session each day and remain in the workshops during the lunchtime period.



'Longer working week' canteen (inside and outside)

- 3.44 Allocation to activities was now much swifter. The careers adviser was based on the induction unit, and managers told us that they aimed to allocate prisoners to activities within a week of arrival.
- 3.45 Most prisoners from houseblocks one, two and three had been allocated to a part-time activity, but attendance from these houseblocks was still not good enough (around 60%).
- 3.46 Leaders closely monitored data to drive participation in purposeful activity, and staff were holding 'challenge meetings' with prisoners on 'basic'/'nil pay' for refusing to attend. As a consequence, the number of prisoners refusing to attend activities had decreased from 77 to 58 in the past month.
- 3.47 We considered that the prison had made reasonable progress in this area.

Education, skills and work



This part of the report is written by Ofsted inspectors. Ofsted's thematic approach reflects the monitoring visit methodology used for further education

and skills providers. The themes set out the main areas for improvement in the prison's previous inspection report or progress monitoring visit letter.

Theme 1: What actions had leaders and managers taken to ensure prisoners attended education, skills and work, particularly industries workshops?

- 3.48 Since the previous inspection, leaders and managers had implemented effective measures to improve prisoner attendance in purposeful activity, particularly in industries workshops.
- 3.49 They had continued to work to minimise clashes for education and work, along with other activities such as health care appointments and attending the gym. Leaders and managers had also given greater emphasis and focus to prisoners' attendance, through timely interventions. They monitored daily which prisoners had not attended their allocated activities and quickly identified the reasons for any non-attendance and took prompt and appropriate action.
- 3.50 As part of this focus, managers and senior officers ensured that prisoners were aware of the opportunities and pathways to employment available at the prison. They discussed with prisoners their options on release and the benefits of taking part in purposeful activity in preparation for future employment. Staff encouraged prisoners who had not been working to do so. They used an incentivised approach to work, rather than the previous punitive approach for not working.
- 3.51 As a result, attendance had improved steadily across most areas and particularly in industries workshops, where numbers had increased to match those of other areas. However, overall attendance was still too low and needed further improvement across all education and work activities.
- 3.52 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 2: What actions had leaders and managers taken to ensure they provided consistent support for prisoners who needed to develop their employability skills in preparation for release across all work areas?

- 3.53 In most work areas leaders and managers had made improvements to help prisoners to develop their employability skills in preparation for release.
- 3.54 Leaders had placed a greater emphasis on enabling prisoners to obtain meaningful qualifications since the last inspection. For example, prisoners in the powder coating workshop could now obtain appropriate qualifications from the Royal Society of Chemistry. In industrial cleaning, prisoners undertook accredited courses, now required for internal prison work mirroring the requirements of employment on

release. Likewise, in warehousing and hospitality, leaders offered industry qualifications and had plans in place to extend such accredited qualifications to other areas, such as textiles, the wood mill and the laundry.

- 3.55 Managers had expanded existing industry partnerships to provide prisoners with further pathways to employment and contract work. For example, companies such as Eaton's electrical components, Specialist Canvas and Nico engineering, had started to offer work to prisoners. As a result, a few prisoners had already been offered guaranteed employment on release.
- 3.56 In addition, leaders had introduced the longer working week, which mirrored employment and working experience for prisoners preparing for release. This provided prisoners with realistic working hours and the prospect of shift work.
- 3.57 As a result of these initiatives, the majority of prisoners in most work areas were focused on, and felt supported in, developing their employability skills in preparation for release. Most of these prisoners were recording their development through the completion of progression documentation, which mapped their skills and behaviours.
- 3.58 However, in a few work areas, skills, behaviours and attitudes were not as well developed, recorded, or shared with prisoners. Furthermore, in the packing workshop, prisoners' employment skills were undeveloped. They were not sufficiently supported or recognised. Prisoners felt undervalued and instructors were focused on production targets only.
- 3.59 Ofsted considered that the prison had made reasonable progress against this theme.

Theme 3: What actions had leaders and managers taken to ensure the reading strategy was implemented in full and the new curriculum for personal development was sufficiently benefitting a large enough number of prisoners?

- 3.60 Leaders and managers had taken appropriate action to enhance and further embed the reading strategy and the curriculum for personal development. This resulted in more prisoners deriving a positive benefit from both these initiatives.
- 3.61 Managers had expanded the support and encouragement for reading across the prison by increasing the number of reading champions and Shannon Trust mentors. In addition, the number of referrals from officers and instructors for prisoners needing or requesting reading support had increased.
- 3.62 Prisoners were actively encouraged by staff to read for pleasure. For example, well-attended prisoner reading support sessions were held in the library and the prison lead for reading led popular debates on topical issues prisoners had chosen from newspapers.

- 3.63 Books were available across both the houseblocks and workshops, and staff encouraged prisoners to use these facilities. During workshop breaks and movement, prisoners were observed reading and using the loans facility available, with instructors and prisoners discussing the merits of particular titles on offer.
- 3.64 The reading strategy initiatives had improved prisoners' reading age as well as their interest in reading. In addition, there had been a change in the submissions for Koestler awards, with far more written submissions as part of the creative writing and reading category.
- 3.65 The curriculum for supporting prisoners' personal development was well received by those enjoying this support. For example, many stated that it gave them an awareness of how to remain free from re-offending and a positive insight into rebuilding their lives on release.
- 3.66 Through the personal development curriculum, those who were preparing for release, became ready for both employment and life beyond prison. It included essential living and coping skills, such as self-esteem, confidence, decision making, and anger and stress management. In addition, prisoners following the curriculum covered work for community payback and victim awareness.
- 3.67 Since the previous inspection, the number of prisoners benefitting from the personal development curriculum had increased more than tenfold, mainly to support those prisoners preparing to be released. In addition, an even greater number, had benefited from parts of the curriculum such as drug and alcohol awareness. As a result, the new curriculum for personal development was benefitting most prisoners in need of this support.
- 3.68 Ofsted considered that the prison had made significant progress against this theme.

Reducing reoffending

Concern: Support from offender managers and key workers to help prisoners progress through their sentence was lacking.

- 3.69 The offender management unit (OMU) continued to face considerable pressure from the demands of early release schemes and policy changes, and the many prisoners arriving with only a short time left to serve.
- 3.70 The unit had been short of one of two profiled senior probation officers until recently, and there were some shortfalls in terms of capacity, skills and experience among some prison- and probation-employed prison offender managers (POMs).
- 3.71 POM caseloads had reduced slightly but remained high, especially given the complexity of the cases they managed.

- 3.72 OMU leaders had recently implemented measures to oversee and drive improvements in POM capability and prisoner contact. These included quality assurance dip tests, and diary and case management support through one-to-one supervision sessions.
- 3.73 However, the frequency and quality of contact remained limited in many cases and, overall, lacked sufficient focus and support to drive prisoners' progression. The lack of contact with a POM, including delays in responses to applications, continued to be a considerable source of frustration for many prisoners we spoke to.
- 3.74 There was a small, dedicated group of key workers (see Glossary), but joint working between these and OMU staff had only recently started.
- 3.75 Efforts had been made to improve the information available for key workers, so that sessions were better informed. For example, there was now access to POM case notes and prisoners' sentence plan targets on P-Nomis (the prison national offender management information system). However, while this was positive, it was not yet used to its full potential.
- 3.76 The quality of key worker interactions varied significantly, and far too many were not sufficiently supportive of offender management.
- 3.77 We considered that the prison had made insufficient 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

There was little to promote positive behaviour, and persistent rule breaking by prisoners went unchallenged by many officers.

Reasonable progress

There were too many drugs in the prison, 24% of men said they had developed a drug or alcohol problem whilst at the prison and this was significantly worse (38%) on houseblocks one, two and three.

Insufficient progress

Many of the buildings were dilapidated and dirty, and prisoners struggled to get basic items, such as bedding, cleaning materials and prison issue clothing.

Reasonable progress

The strategic health care partnership had failed to address long standing deficiencies in service delivery.

Reasonable progress

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.

Reasonable progress

Medicine administration took too long and was poorly supervised.

Insufficient progress

Too many prisoners on houseblocks one, two and three were not engaged in meaningful and purposeful activity.

Reasonable progress

Support from offender managers and key workers to help prisoners progress through their sentence was lacking.

Insufficient progress

Ofsted themes

Too few prisoners attended education, skills and work, particularly in industries workshops.

Reasonable progress

Support to help prisoners develop their employability skills in preparation for release was lacking in some work areas.

Reasonable progress

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.

Significant 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:

Charlie Taylor	Chief Inspector
Sara Pennington	Team leader
Jade Richards	Inspector
Harriet Leaver	Inspector
Paul Tarbuck	Health and social care inspector
Si Hussain	Care Quality Commission inspector
Malcolm Bruce	Ofsted inspector

Appendix II Glossary

We try to make our reports as clear as possible, and this short glossary should help to explain some of the specialist terms you may find.

Care Quality Commission (CQC)

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

Depot injection clinic

The administration of repeat slow-release medicine into the muscles by injection, at an appointment outside the daily medication administration times.

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.

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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