



# **Guide to Independent Reviews of progress (IRPs) for HMI Prisons staff**

## **Appendices**

**July 2019**

# Contents

1. Appendix A: IRP announcement letter template

2. Appendix B: Template email to IMB chair

3. Appendix C: Sample bespoke data request

4. Appendix D: The role of the liaison officer

5. Appendix E: Sample work allocation list

6. Appendix F: Instructions for creating the prisoner population report for an IRP

7. Appendix G: Email to staff association chair from prison liaison officer

8. Appendix H: Timeline for IRP visits

## Appendix A: IRP announcement letter template



**HM INSPECTORATE OF PRISONS**  
10 South Colonnade  
Canary Wharf  
London, E14 4PU

Tel: 020 33340352  
E-mail: martin.lomas@hmiprisons.gsi.gov.uk

**HM Deputy Chief Inspector of Prisons**  
**MARTIN LOMAS**

[Date]

[Address]

Dear Governor,

### **HMI Prisons Independent Reviews of Progress (IRPs)**

HMI Prisons has been asked by the Secretary of State for Justice to provide Ministers with an independent assessment of progress made in implementing recommendations following any particularly concerning prison inspection.

The purpose of this letter is to advise that we intend to conduct an IRP at HMP [XXX] during the week beginning [insert date]. The visit will be led by [insert name and email address], who will be accompanied by up to four inspectors. [Ofsted will conduct a prison monitoring visit at the same time]. We intend to follow up the recommendations [and Ofsted themes] listed at Annex A.

Please find attached a 'Guide to IRPs for prison staff' which explains what will happen. We have appointed a coordinator, [insert name and email address] who will contact you in due course to arrange a pre-visit to discuss the methodology, answer any questions and make more detailed arrangements. I would be grateful if you would appoint a liaison officer who can fulfil the job description included in the Guide.

If you have any immediate questions, please do not hesitate to contact either [name of TL] or [name of coordinator].

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Martin Lomas'.

## **MARTIN LOMAS**

cc

Jo Farrar, HMPPS

Phil Copple, HMPPS (prisons)

Digby Griffith, HMPPS (assurance and scrutiny team)

Martin Copsey, HMPPS (assurance and scrutiny team)

Ian Blakeman, HMPPS (prison improvement)

Dave Harding, Prisons Group Director - North Midlands

Justin Russell, MOJ

Diane Caddle, MOJ

IMB Chair, HMP XXX

Maria Navarro, Ofsted – when relevant

## **Annex A**

### **HMP XXXX Independent Review of Progress visit**

#### **Recommendations to be followed up:**

[Insert recommendations and themes in order of Expectations]

**Concern:** (for 'ordinary' recs we need to write the concern)

**Recommendations:**

## Appendix B: Template email to IMB chair

Please find attached a letter announcing an Independent Review of Progress visit at [prison] on [date] and a document explaining the IRP process.

I am leading the visit and would be pleased to meet with you and/or members of your team, for about an hour, to hear your views about the progress made by the prison towards implementing the recommendations listed in Annex A of the attached letter.

The visit coordinator, [name (email address)], will contact you in due course to discuss this opportunity and make more detailed arrangements. In the meantime, please get in touch if you have any further questions.

**Attach letter to governor and guidance document.**

## Appendix C: Sample bespoke data request

Please provide the following information by close of play on [date]  
 (Date to cover six-month period [insert period])

	Information	Source
<b>Date key stats collated</b>		
Population <ul style="list-style-type: none"> <li>• Total population at the time of inspection</li> <li>• Baseline certified normal accommodation</li> <li>• In-use certified normal accommodation</li> <li>• Operational capacity</li> </ul>		
Number of assaults in last six months <ul style="list-style-type: none"> <li>• Total number</li> <li>• On staff</li> <li>• On prisoners</li> </ul>		
Total number of fights in last six months		
Use of force incidents in last six months		
Total number of times a baton has been drawn in last six months		
Self-harm incidents <ul style="list-style-type: none"> <li>• Total number of self-harm incidents in last six months</li> <li>• Total number of individual prisoners who have self-harmed in last six months</li> </ul>		
Total number of ACCTs opened in the last six months		
Number of special cell incidents in last six months		
Full time places (work/vocational/training/education) <ul style="list-style-type: none"> <li>• Total number of full time places available at the time of inspection</li> <li>• Total number of prisoners employed full time at the time of inspection</li> </ul>		
Part time places (work/vocational/training/education) <ul style="list-style-type: none"> <li>• Total number of part time places at the time of inspection</li> <li>• Total number of prisoners employed part time at the time of inspection</li> </ul>		
Number unemployed at the time of inspection <ul style="list-style-type: none"> <li>• Total</li> <li>• Total unable to work due to health/disability</li> <li>• Total who are retired</li> </ul>		

## Appendix D: The role of the liaison officer

---

<b>Job title</b>	Liaison officer
<b>Job purpose</b>	To be the focus of communication between inspection team members, and the management and staff of the establishment.
<b>Who should the liaison officer be?</b>	Someone who knows the establishment well and knows where to go to get information. It helps if this is someone who has the respect of their peers and is flexible and able to adapt to changes. This person will need to be reliable and motivated and should be available throughout the IRP period.
<b>Preparation tasks</b>	<ul style="list-style-type: none"><li>• Arrange a half day preparation visit by the coordinating inspector to include a one-hour meeting with the governor.</li><li>• Liaise with the organising inspector about logistical requirements for the IRP, for example: gate passes, keys, car parking arrangements, laptop permissions.</li><li>• Organise a base room large enough for around six people, with external telephone line, extension leads, staff contacts list, a flipchart and pens. Access to refreshments would be welcome.</li><li>• Provide requested information, documentation and data electronically in advance as requested.</li><li>• Collate any additional information in hard copy.</li><li>• Arrange a venue for the presentation at 12.30pm on day 1.</li><li>• Arrange meetings between the governor and TL each afternoon during the visit.</li></ul>
<b>Tasks during the IRP</b>	<ul style="list-style-type: none"><li>• Make contact with the TL three times a day during the IRP visit to meet additional requests or to manage any difficulties the team may be experiencing, at times to be agreed.</li></ul>
<b>Tasks after the IRP</b>	<ul style="list-style-type: none"><li>• Ensure the material requested and used by the inspection team is destroyed or returned to the correct departments.</li><li>• Respond to any further requests from the HMI Prisons' team.</li></ul>

---

## Appendix E: Sample work allocation list

*Please provide a named manager and contact details for each recommendation*

### **Main recommendations**

There should be prison-wide action to improve prisoners' perceptions of safety, reduce violence, tackle antisocial behaviour and support victims. This should be supported by a detailed survey of prisoner perceptions, an evidence-based strategy and action plan, improved data analysis and timely investigation of incidents. (S59) **Ian Dickens**

**Prison nominee with contact details:**

The work already done to analyse the high number of deaths at Woodhill should be reviewed, to determine the progress made and set up-to-date strategic priorities. Actions to reduce levels of self-harm should be sustained over time, and progress should be monitored consistently by senior managers. (S60) **Jonathan Tickner**

**Prison nominee with contact details:**

Prisoners should have more time out of cell and be provided with a reliable regime, ensuring they access constructive activities, education, training and work opportunities, and gain skills and qualifications to aid their rehabilitation and resettlement. (S61) **Maria Navarro - Ofsted**

**Prison nominee with contact details:**

### **Recommendations**

HMPPS should address the contractual arrangements with the escort provider to ensure that prisoners arrive at the prison early enough to be assessed and settle into clean, appropriately equipped accommodation. (1.11) **Jonathan Tickner**

**Prison nominee with contact details:**

Staff should complete every stage of the 'Early days in custody' booklet to required timescales, and managers should ensure compliance. (1.12) **Jonathan Tickner**

**Prison nominee with contact details:**

All prisoners should receive a full and prompt induction (1.13) **Jonathan Tickner**

**Prison nominee with contact details:**



# Appendix F: Instructions for creating the prisoner population report for an IRP

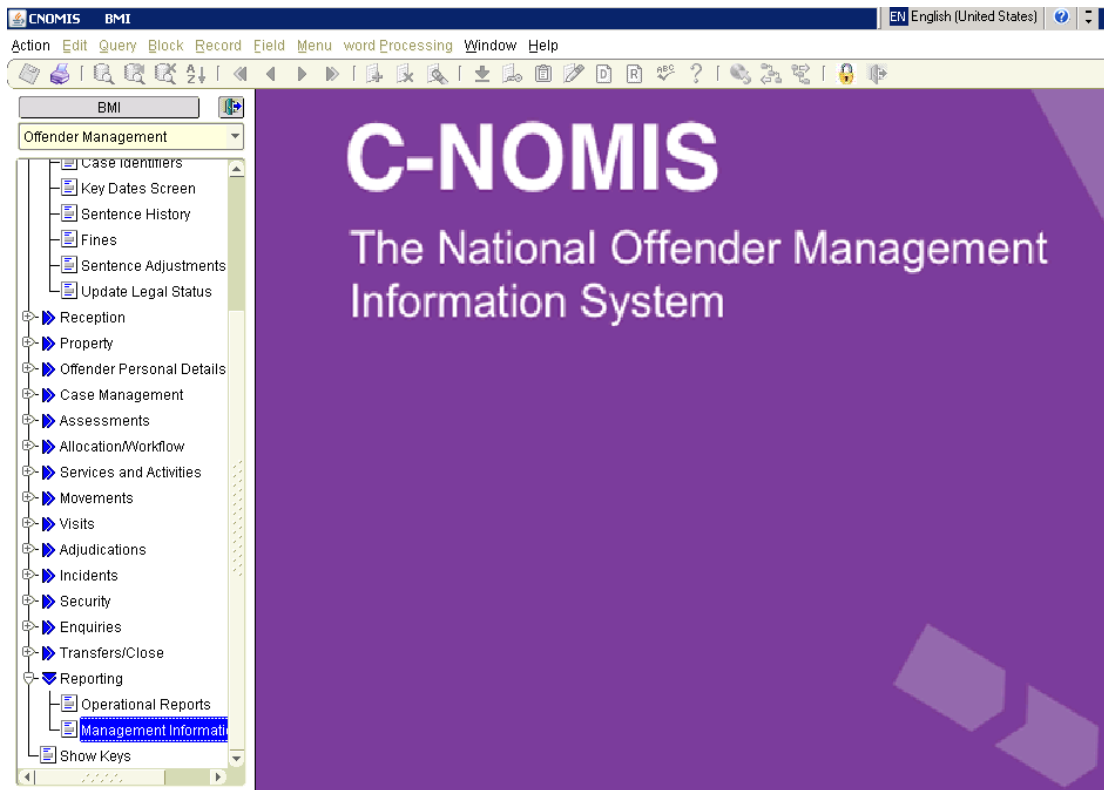
Please refer to your establishment's type in the table below to determine which reports is required.

<b>Establishment Type</b>	<b>Report Name</b>
Adult establishments	Adult HMP Establishments Population Breakdown
Young Offender Institutions	YOI Population Breakdown
Split establishments – Adults and young adults	Population Breakdown for Split Establishments – Adults and Young Adults

Each report has three sections (tabs) but for an IRP we only require the report on the first tab, called 'summary'.

Please see the below for instructions on how to access and print the reports we require.

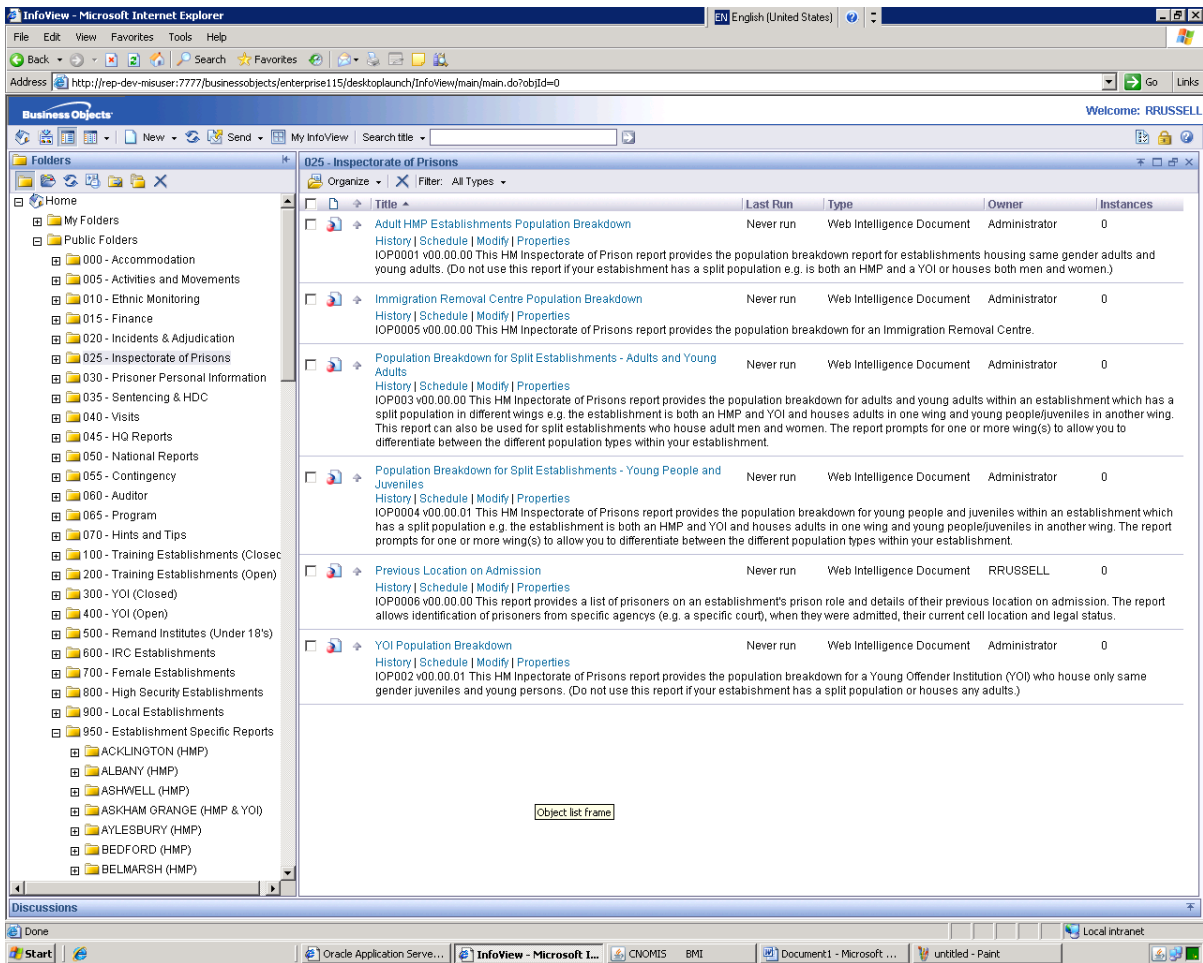
- Log-in to the NOMIS application. A shortcut to the Prison-NOMIS application should be available on all PCs within NOMIS-enabled establishments.
- Once in the NOMIS application, select 'Offender Management' (from the dropdown menu underneath the establishment code).
- Locate 'Reporting' in the menu navigation pane and double click on 'Management Information' to launch the reporting sub-system.



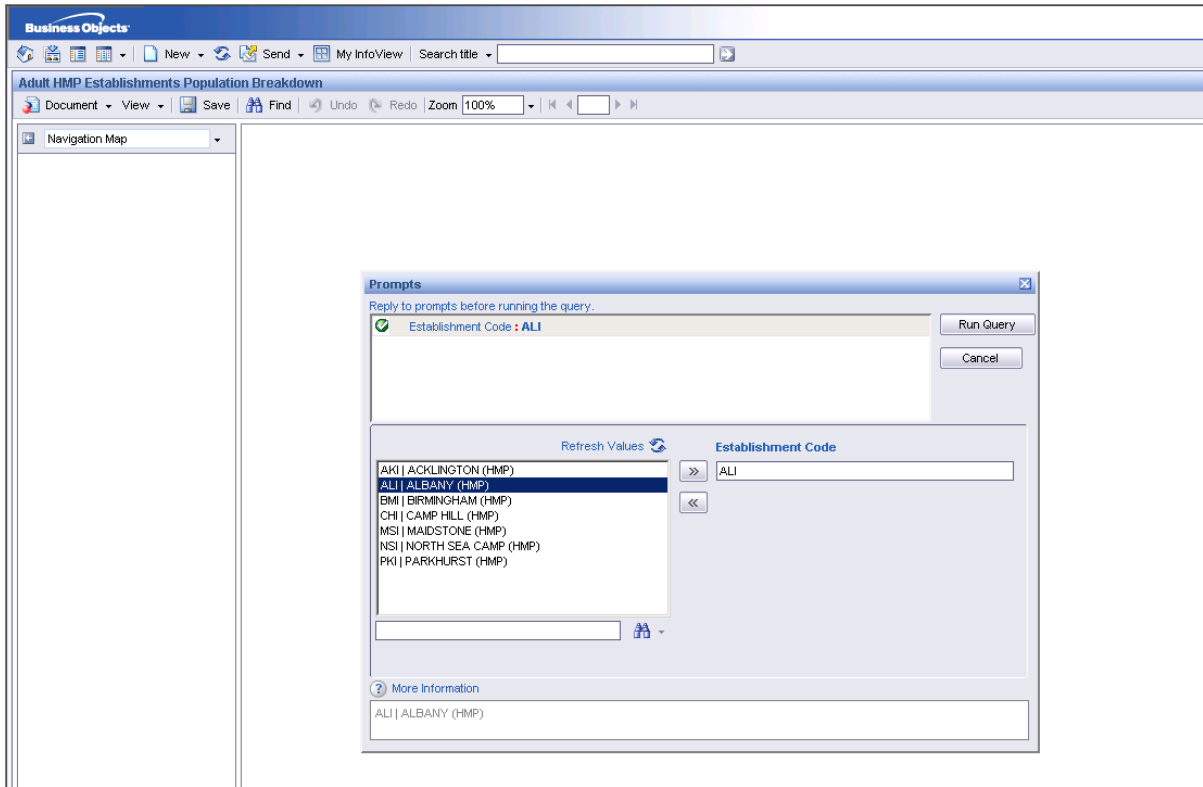
The Management Information reporting sub-system is a web portal. It consists of a folder structure pane on the left-hand side and if you click on a folder it will reveal the reporting content.

To find the HMI Prisons' reports, expand the folder called 'Public Folders', and then locate and click on the '025 - Inspectorate of Prisons' folder.

- Click on the appropriate 'population breakdown' report to obtain population pro-forma information.



When you click on a report, the report will open and present a Prompts dialog. Select the name of the establishment to be inspected and click on the right arrow to enter the corresponding establishment code. This will act as a parameter value for the report. Once entered, click on the 'Run Query' button and wait for the query to complete.



When the query has finished running, you will see the report populated with data and the three tabs (summary, core detail and detail).

For an IRP, we only need the summary, which provides the counts by the various attributes, such as status, length of stay, age, ethnicity etc. Below is a screenshot from the first page of the report (the data shown is not real but the report structure is accurate).

RESTRICTED

Adult HMP Establishments  
Population Breakdown - Summary

Data Refreshed Date  
20/01/2012

Parameters

Establishment Code: ALI

*This report is for Adult HMPs only. Do not use this report for establishments with a split population or HMPYOIs or IRCs.*

ALBANY (HMP)

Status	18 - 20 yr olds	21 and over	Other	%
Sentenced	4	519	0	91.6%
Recall	0	0	0	0.0%
Convicted unsentenced	0	5	0	0.9%
Civil prisoners	0	5	0	0.9%
Detainee	0	1	0	0.2%
Other	1	36	0	6.5%
<b>Total</b>	<b>5</b>	<b>566</b>	<b>0</b>	<b>100.0%</b>

Sentence	18 - 20 yr olds	21 and over	Other	%
Unsentenced	3	342	0	60.4%
Less than 6 Months	0	2	0	0.4%
6 Months to less than 1 Year	1	3	0	0.7%
1 Year to less than 2 Years	1	5	0	1.1%
2 Years to less than 3 Years	0	1	0	0.2%
3 Years to less than 4 Years	0	4	0	0.7%
4 Years to less than 10 Years	0	6	0	1.1%
10 Years or more and Less than Life	0	3	0	0.5%
Lifer	0	200	0	35.0%
<b>Total</b>	<b>5</b>	<b>566</b>	<b>0</b>	<b>100.0%</b>

Age	No. of Prisoners	%
Minimum Age: 18	-	-
Under 21	5	0.9%
21 years to 29 years	51	8.9%
30 years to 39 years	113	19.8%
40 years to 49 years	165	28.9%
50 years to 59 years	116	20.3%
60 years to 69 years	74	13.0%
70 plus years	47	8.2%
Maximum Age: 111	-	-
<b>Total</b>	<b>571</b>	<b>100.0%</b>

Nationality	18 - 20 yr olds	21 and over	Other	%
British	2	424	0	74.6%
Foreign nationals	0	38	0	6.7%
Not stated	3	104	0	18.7%
<b>Total</b>	<b>5</b>	<b>566</b>	<b>0</b>	<b>100.0%</b>

RESTRICTED

Save the data as a PDF (go to the Document menu and select 'Save to my computer as...PDF'). A 'file download' dialog box will appear and you can choose to save the file to a location your computer (click the Save button).

Send the PDF file to the coordinator electronically.

## **Appendix G: Email to staff association chair from prison liaison officer**

Dear XX (staff association chairs)

Please find attached a letter announcing an Independent Review of Progress visit at HMP Woodhill on 14–16 January 2019.

HMI Prisons would like to meet you during the visit to hear your views about the progress made by the prison towards implementing the recommendations listed in Appendix A of the attached letter.

If you would like to join this meeting, please contact me to make arrangements.

[attach announcement letter]

## Appendix H: Timeline for IRP visits

	<b>Latest time-frame (in months/weeks or working days)</b>	<b>Actions</b>
<b>Preparation phase</b>	Minus 4 to 7 months	Ops meeting to identify prisons to fill IRP slots and appoint team leader (TL) and coordinator
	Minus 13-16 weeks	TL selects recommendations to be followed up and liaises with Ofsted as necessary
	Minus 12 weeks	<ol style="list-style-type: none"> <li>1. HMDCIP prepares and sends announcement letter</li> <li>2. Ops meeting confirms team, including specialists as necessary</li> </ol>
	Minus 4-8 weeks	Coordinator creates evidence gathering template (EGT) and makes arrangements for the IRP visit in accordance with the instructions in the guide to IRPs for HMIP staff.
	Minus 4 weeks (approx.)	Coordinator conducts pre-visit
	Minus 1-4 weeks	Coordinator continues to populate OneNote template
	Minus 1-2 weeks	Secretariat team adds the documents to OneNote in accordance with the instructions in the guide to IRPs for HMIP staff.
	Minus 1 week	<ol style="list-style-type: none"> <li>1. Coordinator to check that all necessary documentation is on OneNote</li> <li>2. Coordinator to e-mail relevant information to any partner inspectors who cannot access OneNote</li> </ol>
<b>Delivery phase</b>	+ 1-3 days	IRP – team on site
	+ 4-5 days	Team write up, entering information directly into the shared template on OneNote, and sends report to editor
	+ 6 days	Editor edits report and sends to TL
	+ 7 days	TL checks reports, answers any queries and returns to editor
	+ 8 days	Editor amends report and sends to Publications Team
	+ 8 days	Chief Inspector (PC) checks report and sends queries to TL
	+ 10 days	TL answers queries and sends report to Publications Team
	+ 11 days	Publications Team amends report and preps for fact check
	+ 12 days	Report sent to fact checking and John Steele (JS)
	+ 22 days	TL prepares response to fact checks; Peter agrees response
	+ 25 days	Publications Team sends response and amends report
	+ 26 days	JS sends embargoed copies of report
+ 27 days	Report published on website	