



Chair, Independent Monitoring Board
HMP Wayland
Griston
Thetford
IP25 6RL

17 April 2023

Dear Chair,

**HMP WAYLAND: INDEPENDENT MONITORING BOARD ANNUAL REPORT
FOR 1 JUNE 2021 – 31 MAY 2022**

Thank you for your Board's report for the year ending 31 May 2022. I am very much aware of the amount of effort that goes into producing annual reports and thank you for providing a comprehensive picture of HMP Wayland over the reporting period, especially as you had several vacancies.

I address below the specific points you have raised for my attention:

I understand the Board's concerns about the prison's infrastructure and can assure the Board that there is a drive to improve decency at HMP Wayland with the closed wings being refurbished. Over the coming three years, £45 million is being invested in capital maintenance projects at the prison to improve the infrastructure, including a site wide shower refurbishment, replacement of windows in the residential units, upgrading the electrical circuits and site wide fire safety improvements. A project to replace both kitchens with one new fit for purpose facility which has the capacity to facilitate the whole prison is also in development. This will be delivered in tandem with the expansion and refurbishment programmes to support the new 120 bed unit, alongside a larger reception, and a new multi-faith centre.

The issues with the existing kitchen flooring have been addressed as part of a £300,000 refurbishment project following the Environmental Health Officer's report. As a result, the enforcement notice was removed on completion of the project. There is a schedule to replace flooring across various residential units including a complete re-flooring of C wing, as well as the main walkways and where any further flooring issues are identified these will be replaced. A programme to re-carpet offices is also taking place with most of the old build now completed. In addition, the visits roof has been repaired as part of a wider roofing project and the ceiling has been repaired and decorated to ensure the safety of staff, visitors and prisoners. Any further capital maintenance work will need to be considered carefully as demands for maintenance are much greater than the available funding with projects needing to be prioritised carefully to make best use of that funding, focusing on risk to life and risk to security, capacity, decency and sustainability.

I recognise the Board's concerns that prison staffing should be assessed to ensure that prisoners are supported and staff are retained. The Workforce Delivery Project is reviewing the staffing model for all prison types, aligning these to business priorities and to support the management of key operational risks. It will also ensure that the operating costs of a prison are efficient, represent good value for public money and reflect optimum delivery. Outcomes are not expected to lead to any changes within prisons before the financial year 2024/25 and Governors remain free to manage how they deploy their staffing resource in line with their local business needs and risks. In the meantime, where there are business changes, such

as capacity expansion or a change of function or there are concerns about the existing staff resource, Governors and Prison Group Directors have an avenue to raise these for consideration. Since April 2022, there have been new initiatives to improve the experience of new joiners and increase retention which has helped HMP Wayland to support staff with a dedicated Wellbeing Manager, colleague mentors and an Apprentice Coach. The training available through the apprenticeship programme has resulted in fewer staff leaving and a review of the local prison regime has also put more staff on the wings to supervise and support prisoners. The 2022/23 pay award implemented in September 2022 has invested in increasing pay for frontline prison staff and reflects the intention of HM Prison and Probation Service (HMPPS) to target those lower paid and in the lower quartile of the pay ranges.

I acknowledge the Board's request to review the training of prison officers and thank you for drawing this to my attention. Prison officer training is undergoing a transformation, with two entry points on recruitment, a Custody and Detention Officer Apprenticeship route, and an alternative path for non-apprentices. All new prison officers will complete an initial two-week induction package at their home prison which consists of essential knowledge and a greater focus upon engagement with people and functions at the prison. Prison officers then complete a further seven weeks foundation training, which provides all the knowledge, skills and behaviours that a prison officer requires to be competent in their role, including safety, first aid and use of force training. All the content has been refreshed and additional time for assessments and defensible decision making has been included in the curriculum to ensure the training assess that they have acquired the practical skills for the prison officer role. Several prisoner personas are being introduced to allow prison officers to appreciate diversity and how to manage prisoners based on information, the behaviours they present and policy that needs to be observed, with conversations with prisoners and five-minute interventions at the core of this training. New prison officers will then return to their home prison for a week to consolidate their learning and put in to practise what they have learned.

Turning to the Board's request to introduce a licence condition to ensure offenders receive drug treatment post release, Prison Service Instruction 32/2014 and Probation Instruction 30/2014 - *Drug appointment and drug testing for licence conditions and post-sentence supervision requirements*, already allows a drug appointment licence condition to be requested. While it is not possible to instruct an offender to undergo treatment, the licence condition allows for direction of the offender on licence to attend a drug appointment. In addition, Health and Justice partnership coordinators and managers based in the community are taking a key role in strengthening local continuity of care pathways from prison, developing partnership relationships, and operating as local leads in Probation for offender health.

Whilst recognising that there is more work to do, I was encouraged to read that progress is being made to improve regime planning and the induction programme, as well as providing greater access to training, education, and the library to increase purposeful activity. It was pleasing to note the visibility of senior staff has increased on the wings and there is a commitment to improve staff training and I look forward to the Board reporting on the prison's progress with developments during the forthcoming reporting period.

I note you have raised some local issues of concern in your report which the Governor will continue to keep you aware of as work continues. HMPPS comments in response to other issues raised in your report are set out in the attached annex. The Justice Secretary and I appreciate the valuable role played by members of the Independent Monitoring Boards throughout the estate and we are very grateful for your continued hard work on behalf of HMP Wayland.

A handwritten signature in blue ink, appearing to read 'Damian Hinds', with a stylized flourish at the end.

Damian Hinds
Minister for Prisons and Probation

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HMPPS comments on matters raised in the report

Inspection Recommendations

HMP Wayland continues to manage their recruitment and retention of staff and whilst it is recognised that staff in post is below the target levels, the prison meets the criteria to offer payment plus or have operational stability payments and national detached duty in place. Wherever possible through these HMPPS ensures the prison is adequately resourced between 84 and 90% of their target staffing figures to support the prison to continue to address and implement all agreed recommendations following HM Inspectorate of Prisons inspection which was published in August 2022. HM Inspectorate of Prisons undertook an Independent Review of Progress in March 2023 to determine the prison's progress with implementing the recommendation and these findings will be published during May 2023.

Heating

Further to last year's response, the heating trial planned to start in February 2023 was cancelled due to population pressures but will be taken forward as soon as capacity allows a wing to be decanted for the trial. Heating issues experienced in the external training unit was an isolated issue with the boiler which has been rectified.

Catering

To support prisons to address the rising cost of food, HMPPS is working closely with catering managers to understand the issues experienced, share good practice ideas and food suppliers to look at supply and sourcing options. HMPPS is also working closely with the Office of Health Improvement and Disparities, following government guidelines, to provide enhanced advice to prisoners on eating healthy meals. However, food budgets are determined locally by the Governor in public sector prisons or by the Director in privately managed prisons and are kept under review as part of the budget allocation planning. Further to the ministerial response last year, HMP Wayland has expanded the daily food budgetary to around £2.60. The Board will be aware that Prison Rules require prisoners to be provided with three meals a day that are varied and nutritious and that meet their religious, cultural and medical needs. The food provided is well received following feedback from prisoners locally.

Care and Separation Unit

The new Care and Separation Unit opened in March 2023 and is staffed as per the required benchmark to ensure there is appropriate focus on the care of all prisoners within the unit.

Incentives Policy Framework (IPF)

When the IPF was launched, prisons were given a number of resources and supporting guidance to help them create compliant incentive schemes. It is recognised that shortly after the IPF went live in January 2020, the Covid-19 pandemic resulted in several elements of the IPF being suspended. The 2021 Prison Strategy White Paper committed to embed the scheme as prisons emerged from the pandemic and regime restrictions and work has been done to assess the current level of implementation across the prison estate, with plans to support prisons to explore how they can manage behaviour locally in their establishments going forward. Prisons are now expected to revert to the existing policy and operate as normal, and locally HMP Wayland implemented the incentives policy in February 2023 with a focus on rewarding good behaviour and attendance at purposeful activity and education. Incentives are discussed at every morning briefing with a comprehensive monthly report circulated on the application of the policy.

Prisoners' Property

The new Prisoners' Property Policy Framework was published August 2022. The Framework is the result of extensive consultation including with the IMB. It was designed with procedural justice at its core and aims to ensure consistency and fairness and enhance prisoners' satisfaction with processes and outcomes. Given the nature of property, and the movement of prisoners between establishments, the Framework looks to provide greater direction and standardisation on a national basis. It strengthens processes in relation to the main problem areas identified by IMBs and staff including the handling of valuable property, managing cell clearances, compliance with volumetric control and forwarding on excess property following a prisoner's transfer. The Board's concern about the need for digital improvements to handling property is noted and this continues to be explored but the nature of that work means that any such changes are longer-term and as a result it was not possible to include in the new Framework. However, the introduction of digitally recorded Prisoner Escort Records including property tags, which is under continuous development, assists in the investigations of any property that is lost in transit with Prisoner Escort and Custody Services suppliers, with one complaint from HMP Wayland in relation to property in the year 2022. Locally, at HMP Wayland there is a focus on the management and appropriate handling of property with cell clearances much improved following training and ownership taken from the operations group. It is recognised that the main reception area that deals with property is unfit for purpose and funding has been approved to double the size of the area giving more space to support property management.

Accommodation

The Ministry of Justice (MoJ) continues to work with the Department for Levelling Up, Housing and Communities to align the HMPPS transitional accommodation service with its Accommodation for Ex-Offenders scheme which is supporting prison leavers to better access private rented sector accommodation and build a pathway from prison to settled accommodation. The MoJ and HMPPS know that a stable base improves prisoner's opportunities for employment and turning their lives around and remain committed to the plans set out in the Prisons Strategy White Paper to reduce re-offending, including improving prison leavers' access to accommodation. Further to last year's response the temporary accommodation service currently operating in five regions, including East of England, has expanded to Wales and will continue to be rolled out to other parts of the country to support those who would otherwise leave prison homeless. Capacity is also being increased for offenders and defendants across the Community Accommodation Services tier 2 (CAS2). The Strategic Housing Specialist (SHS) role has also been created which will identify and work within prisons to address and overcome barriers to settled accommodation, working closely with Local Authorities and other key external partners. Support to people in prison at HMP Wayland has improved with the recruitment of the accommodation specialist who has already enabled good links with Local Authorities.