



HM Prison &
Probation Service

Action Plan: HMP Wealstun

Action Plan Submitted: 25th January 2023

A Response to the HMIP Inspection: 3–14 October 2022

Report Published: 23 January 2023

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 Her 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 WEALSTUN

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The use of PAVA was high. Opportunities to de-escalate incidents of force were often not taken and too many staff were not up to date with their refresher training.	<p>HMP Wealstun will prioritise PAVA and use of force training as part of the establishments safety critical training plan to reach the nationally set target of 85% of staff to be trained by the end of March 2023. The inclusion of PAVA training in the Prison Officer Entry Level Training (POELT) has now resumed which will ensure that all new Band 3 officers will be fully trained in both PAVA and use of force when they commence operational duties.</p> <p>A management enquiry into all uses of PAVA will continue to be commissioned and the monthly use of force meeting, chaired by the Deputy Governor, will scrutinise all incidents including a review of CCTV and body worn camera footage. The regional operations manager also reviews all incidents of use of force, including the deployment of PAVA, and will provide feedback and support as required. A management enquiry is commissioned following the use of a baton to identify lessons to be learnt.</p> <p>Use of force instructors will review local refresher training to ensure that de-escalation techniques are included/covered in refresher training. A use of force monthly newsletter will be introduced which will promote the use of de-escalation and the timely use of body worn cameras in the lead up to incidents as an aid to de-escalation. Failures to utilise body worn cameras will be reviewed by managers and advice and guidance issued where appropriate, any further failures to comply with guidance will result in disciplinary procedures.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>Complete</p> <p>February 2023</p>



2	Levels of self-harm were high and there was still no strategy or action plan to reduce it.	The development of a strategy and action plan to support prisoners who self-harm including the development of mechanisms to support the prisoners who repeatedly self-harm is a key priority in HMP Wealstun's 2023-2024 Delivery Plan.	Governor	June 2023
		HMP Wealstun has reviewed data analysis processes, with the support of the regional safety analyst, to provide localised insight into incidents of self-harm and from this will develop a local self-harm reduction action plan. Safety forums with a safety questionnaire will take place in February 2023 to gain further understanding of the establishment's risks and triggers and capture perceptions of the effectiveness of help given through the assessment, care in custody and teamwork (ACCT) case management process and how we can improve support.	Governor	June 2023
		The self-harm reduction action plan will monitor the progress of initiatives being undertaken to reduce self-harm, particularly with the high number of extremely vulnerable prisoners with complex needs This will include working with the PROSPECT 121 Therapy in collaboration with York university, the Time Out support group, which will be delivered by the Safety Team in collaboration with the mental health team. Additionally, results from the service audit of the Problem Support Mentor Scheme will be reviewed alongside the establishments own data.	Governor	June 2023
		In collaboration with the regional psychology team, a review of the first night process will be undertaken to include the use of Socratic questions to fully explore risks and vulnerabilities and to identify staff training needs. A follow up conversation will be built into the induction programme on the second day to further explore risk and give a second opportunity for prisoners to disclose information that will inform the assessment of risk.	Governor	Complete
		A process has been initiated to identify serious incidents of self-harm, all of which are reported to the National Incident Management Unit (NIMU). NIMU then request further information via a formal questionnaire which, in turn, determines the need for a formal investigation. The duty governor and the morning meeting further facilitate a review of all incidents of self-harm, including the completion of ACCT initial assessments, and where procedural errors are apparent a local investigation is commissioned.	Governor	Complete



3	Inexperienced officers were not given sufficient support or encouragement to develop meaningful relationships with prisoners.	HMP Wealstun will improve the support given to inexperienced officers utilising the confidence and competence questionnaire initiative in partnership with the Effective Practice Service Improvement Group (EPSIG), to identify skills gaps and provide additional upskilling, prioritising the development of interpersonal skills and the building of meaningful relationships with prisoners. The regular performance conversations between Custodial Managers and staff will include a review of individuals questionnaires to measure progress and with the support of the newly appointed Colleague Mentor, individual development plans will be utilised to support and build skills and confidence.	Governor	April 2023
		The establishment will undertake a reprofile of staffing to increase the number of Custodial Managers and Supervising Officers allocated to the residential function to improve managerial and supervisory visibility and support, and lead and encourage interactions with prisoners.	Governor	April 2023
		A Custodial Manager has been identified and will lead forums with prisoners and staff to identify the causes for disrespectful behaviour by prisoners towards staff and anti-social behaviour on residential units to inform a process to give inexperienced staff the skills and confidence to challenge inappropriate behaviour in a procedurally just way.	Governor	March 2023
		The Keywork strategy will be reviewed to include a structured plan to expand the scheme to all prisoners as the staffing picture improves to increase opportunities for staff to build meaningful relationships with prisoners	Governor	May 2023
4	The promotion of equality and inclusion were not given sufficient priority. Monitoring was insufficient, there were not enough diversity representatives and the quality of responses to discrimination incident report forms was poor.	The Deputy Governor now chairs the bi-monthly IDEAL (Inclusion, Diversity, Equality, Access, and Leadership) meetings to drive increased attendance by prisoners and ensure actions from the meeting are monitored and progressed.	Governor	Complete
		The equalities lead will continue to work to identify prisoner diversity representatives and ensure that once identified they are trained and supported in their role. The number of diversity representatives has increased from two to	Governor	March 2023



		<p>six since the inspection and recruitment will continue to be a priority. The establishments diversity strategy will be updated.</p> <p>The establishment has reviewed the quality assurance process for DIRFS (Discrimination Incident Report Forms) to include 100% QA by the Deputy Governor and Equalities Lead to ensure all are fully investigated and responded to appropriately, including adequate reasons if not upheld and that all issues raised in the complaint have been addressed. The equalities lead is exploring options to introduce external scrutiny.</p> <p>The protected characteristic leads for faith and race will explore survey findings for black and ethnic minority prisoners and actions will be reported back to the bi-monthly SIG (Strategic Inclusion Group) at the Senior Management Team meeting.</p> <p>The prison reprofile will, with an improving staffing picture, drive an increase in keyworker delivery which will translate into an opportunity to increase delivery of choices and changes for younger prisoners.</p> <p>The safety team and the monthly safety meeting will reflect on the survey findings that prisoners with disabilities were more likely to feel unsafe and explore the reasons for this and how this can be improved.</p> <p>An action plan relating to the SIG will be formulated to address issues raised by prisoners in all protected characteristic forums with the progression of actions monitored through the IDEAL meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>February 2023</p> <p>April 2023</p> <p>February 2023</p> <p>March 2023</p>
5	Time out of cell was poor. This was worst at weekends, when most prisoners were locked up for almost 23 hours a day.	The implementation of a new staffing profile will be overseen by the Deputy Governor, prioritising a minimum of six hours per day, time out of cell for all prisoners Monday to Friday and improve the offer at weekends whilst still maintaining the safety gains achieved through staggered domestic periods and Tier 2 Structured On Wing Activity, subject to continued staff resourcing improvements.	Governor	April 2023



		<p>The establishment will review the provision and assurance of Structured on Wing Activity to ensure the offer is improved, is managed appropriately, and fits with the new profile.</p> <p>HMP Wealstun will review its prisoner work profile and seek funding opportunities to develop full time activity spaces.</p>	Governor	April 2023
			Governor	April 2023
6	<p>There were not enough activity places for the population. Too many prisoners were unable to participate in full-time education, skills and work, and too many activities were cancelled because of staff absences.</p>	<p>The implementation of a new profile will be overseen by the Deputy Governor and will explore the possibility of increasing the number of full-time activity places in ESW (Education, Skills and Work).</p> <p>HMP Wealstun will review its prisoner work profile and seek funding opportunities to develop full time activity spaces.</p> <p>To improve outcomes for prisoners in ESW, HMP Wealstun will also</p> <ul style="list-style-type: none"> • continue to effectively monitor prisoners' attendance at ESW. Where prisoners fail to attend, identify reasons for non-attendance and hold custodial managers to account. • Review the prisoner pay structure • Review the working day regime to provide opportunity to meet individual needs and promote a culture of work and education. • Maintain safety gains from covid through our new systems of work. • Reduce loss in work hours through leave by cover requirement for absences in the new education contract • Consider mixed economy of full and part time work for those requiring reasonable adjustments. • Provide development and training to workshop instructors • Provide reasonable adjustments as needed with in cell work, part time work and adapted provision 	Governor	October 2023
	Key Concerns			
7	<p>The management and oversight of the safer custody phoneline was inadequate. Out-of-hours calls from those</p>	<p>The safety team answer, log and action all calls during core hours Monday to Friday 08:00 to 16:00 hours. All voicemail messages are checked by the safety team to ensure appropriate actions have been completed. Outside of these times the line is diverted to the Control Room. Arrangements have been</p>	Governor	Completed



	concerned about the well-being of a prisoner were unanswered.	agreed with the Control Room Manager and the staff briefed in respect of out of hours operation, logging, checking messages and relaying details of calls to the Orderly Officer for action and communicating to the safety team. The establishment will continue to monitor the effectiveness and embedding of this action through regular assurance testing.		
8	The older residential units (A and B) were in a very poor condition and in need of substantial refurbishment.	<p>The HMPPS Intelligent Client Function (ICF) and Ministry of Justice (MoJ) Property teams visited HMP Wealstun on 28/11/22 and inspected the buildings in question. A strategic decision is required on whether to refurbish or replace A and B wings, taking account of current capacity and financial pressures. In the meantime, projects to improve ventilation and refurbish dilapidated showers on the two wings are being developed, with the aim of delivering improved conditions while the wings remain in use.</p> <p>The ICF and MoJ Property will support Governor Lewis in delivering a suitable solution and aims to have a defined approach by the end of 22/23.</p>	Governor	Complete
9	Prisoners were not given the opportunity to have regular key worker sessions.	<p>The establishments keyworker strategy will be reviewed to include an action plan to improve delivery. Currently 96% of the population have a named keyworker and as the Band 3 staffing picture continues to improve allocation to all prisoners is being prioritised.</p> <p>Keyworker delivery is included in the weekly RMP (Regime Management Plan) meeting and the number of planned and delivered keyworker sessions is reported to the Governor daily in the morning meeting. A Custodial Manager keyworker lead has been identified who monitors the completion and quality of keyworker entries.</p> <p>Following the completion of the strategy review line managers will complete the quality assurance of keywork and will support their staff in developing structured conversations with their allocated prisoners and dealing with their issues. The establishments senior probation officers will also support staff with the quality of their keyworker entries.</p> <p>In partnership with the regional psychology team a training package to support staff allocated as keyworkers has been developed and will be delivered when authority to deliver training other than safety critical training has been granted.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2023</p> <p>Complete</p> <p>May 2023</p> <p>May 2023</p>



		The progress of delivery and quality of keywork will be measured through the bilateral process of Custodial Managers and the Heads of Residence and Offender Management.	Governor	May 2023
10	Prisoners waited too long to see a dentist. Demand for dental services outstripped capacity, which was long-standing problem.	It has been acknowledged that the pandemic and resulting delays to dental treatments from Government restrictions has resulted in a patient backlog and long waits. NHSE (National Health Service England) are committed to supporting COVID recovery and timely access to services and have invested in additional dental sessions to be delivered to reduce wait times for patients. These sessions will be delivered between December 2022 and March 2023 (subject to prison enabling). NHSE are also reviewing the sessional delivery to assess if this meets patient need at HMP Wealstun, this may result in further investment to manage demand. Wait times for patients and dental delivery will continue to be monitored through contract meetings with the dental provider.	NHSE (National Health Service England)	April 2023
11	Leaders had not developed a coherent reading strategy. Prisoners attending education classes did not develop their reading skills further.	A local review of HMP Wealstun's reading strategy will be undertaken by a working group, including Shannon Trust mentors aligned to the HMIP report "Prison education: a review of reading education in prisons". This will provide a reading strategy and framework that will incorporate PEF (Prison Education Framework) delivery using an agreed assessment tool. Reading groups will run in conjunction with the library and non-accredited reading will be incorporated on the Education Annual Delivery Plan and will be included in Tier 2 Structured On Wing Activity.	Governor	May 2023
12	There was too little accredited learning to provide recognition for the knowledge and skills that prisoners gained. In too many workshops, prisoners were not encouraged to undertake accreditation, despite it being available.	<p>HMP Wealstun will ensure that all prisoners working in workshops undertake a work skills development plan encouraging prisoners to engage with available accredited and non-accredited training offered. Progress will be tracked through the Prison Quality Improvement Group.</p> <p>Both accredited and non-accredited life skills will be implemented, and IT and business will move to accredited delivery. Art will remain unaccredited as this was positively regarded and is an integral part of our provision. However, accreditation will be introduced to the establishment's music provision.</p>	<p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>June 2023</p>



13	Too many prisoners did not have support to develop life and employability skills before release.	Courses in life skills and life are now running, as from 7 th November 2022, covering money management, mindfulness, CV writing and how to be a good tenant.	Governor	Complete
		HMP Wealstun will undertake an annual curriculum review to ensure there is an offer in life and employability skills running that prisoners will benefit from. This will be complementary to the developing provision through the employment hub.	Governor	March 2023
14	Not enough was being done to support prisoners to progress in their sentence. Contact with offender managers was often infrequent, unplanned and usually reactive, and too little offender behaviour work was being delivered. There were also delays in progressive transfers.	HMP Wealstun will review offender manager contact with prisoners to ensure it is effectively planned and frequency is increased to drive sentence progression.	Governor	April 2023
		The establishment has agreed with trade unions, that the prison offender manager roles will be non- operational to prevent redeployment to duties outside of offender management (OM) and to support keyworker and delivery of the OMiC (Offender Management in Custody) model. Since the inspection two additional case administrators have been recruited and there are currently live recruitment campaigns for a senior administrator three non-operational prison offender managers and one probation officer. A process is in place to ensure that recategorization is completed in a timely manner by the POM and, when delays are identified, the security hub is contacted to prioritise supplying the information required.	Governor	April 2023
		Supervision between prison offender managers and the heads of OM delivery will focus on the quality and timeliness of OASys assessments, OASys reviews, reports, and contacts recorded on case notes. The establishment has plans for risk analysis training and in house training to raise the awareness of the availability of interventions and referral process for the Prison Offender Managers.	Governor	May 2023
		Currently supported cases are managed by the Community probation team. In the new year the new Community Integration team will be introduced in the establishment to work with supported cases and bridge the gap to ensure all planning for release is completed.	Governor	June 2023



		All POMs are aware that an OASys review must take place when prisoners are successfully recategorized for open conditions and completion is monitored by the Heads of OM Delivery.	Governor	Complete
		All POMS have been instructed to discuss completed victim awareness workbooks with the prisoners, provide the prisoner with a copy and share a copy with the COM, to give prisoners the opportunity to consolidate and reflect on their learning. This is being monitored through POM supervision.	Governor	Complete
		The Heads of Offender Management Services and Delivery aim to reduce the length of time prisoners wait for a progressive transfer by: <ul style="list-style-type: none"> • Liaising with Population Management Unit (PMU) to ascertain and allocate spaces giving priority for progression. Waiting times/list, cancellations and transport issues will be discussed at the monthly Reducing Re-offending meeting, any issues or concerns will be escalated to the monthly National Reconfiguration meeting. • Keeping Prisoners up to date with the progress of their transfer with letters, through their Prison Offender Manager (POM) and updates to case notes. 	Governor	June 2023
		The current interventions needs analysis will be developed and built upon and a business case for programme development will stem from this to central MOJ and community partners prioritising the needs of prisoners with a history of perpetrating domestic violence. The review will include needs of recalled prisoners.	Governor	May 2023
15	Monitoring arrangements for those with public protection concerns were not fully effective. Their telephone calls were not being listened to when they should have been, and reviews were not always based on up-to-date information, or timely. There were also gaps in procedures for preventing prisoners with child contact restrictions from corresponding with children by letter.	HMP Wealstun has reviewed the public protection monitoring arrangements to ensure compliance with the Public Protection Manual.	Governor	Complete
		Child contact restrictions have also been reviewed to ensure prisoners subject to restrictions cannot correspond with children by letter. Training has been undertaken with the OSG (Operational Support Grade) team to ensure all restrictions are adhered to. This will be on going as new staff are introduced. The public protection unit provide a weekly update of prisoners subject to restrictions which is shared with the Correspondence, Visits, and the PIN phone monitoring teams.	Governor	Complete



		<p>The establishment will prioritise resources to support the target of telephone monitoring taking place within 72 hours and undertake reviews more frequently, based on up-to-date information, to ensure that restrictions are not imposed unnecessarily.</p>	Governor	April 2023
		<p>A new Authorised Communication Controls and Interception (ACCI) Policy Framework - Operations Manual is now in place and is being embedded.</p>	Governor	Complete

