



Action Plan Submitted: 12th May 2023

A Response to: Thematic review – Weekends in prison

Report Published: 5th April 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 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: Thematic Review – Weekends in prison

1. Concerns No	2. Concern	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
1	<p>Around 60% of prisoners have less than two hours out of cell each day at weekends.</p> <p>This means they are locked up for longer than on weekdays and that the situation is worse than before the pandemic. This is likely to have a detrimental impact on their mental health and well-being.</p>	<p>HMPPS recognise that time out of cell is a critical part of regime. A Workforce delivery project has been commissioned to refresh the current staffing model for prisons. Early analysis recognises the need for changes in the way resources are managed to address weekend staffing pressures, but also acknowledges constraints with the number of staff available and the volume of work. There are however a number of areas of exploration which will support some gains in this area:</p> <ul style="list-style-type: none"> • Review of risk management for specific cohorts (e.g., Womens estate), to provide opportunity to offer efficient regime • Seeking opportunities to increase headcount by increasing the weekday work profile and consequently having more staff available to cover weekends • Providing greater clarity to Governors on the outcomes required from their staff resources to drive up performance balanced against local risk assessment • Ensuring that we understand resilience of staffing profiles as they change from prison to prison and taking steps to level up delivery across the estate • Development of tools and guidance to support governors in the efficient deployment of existing staffing to maximise opportunity for regime delivery. <p>The initial refresh of the staffing model is aimed for completion by the end 2023-24 financial year, it will then be subject to further analysis and operational impact assessment prior to decision making and implementation.</p>	Workforce Delivery Project - Transforming Delivery Directorate	<p>Commence May – Oct 23 (Women Estate)</p> <p>Commence June 2023</p> <p>2023-24 FY (Outputs shared with Prisons May 2024)</p> <p>2022-25 FY (New baseline model April 2023)</p> <p>2023-24 FY (Proof of concept complete pilots planned from June 2023, full roll out by April 2024)</p>

		<p>The National Regime Model (NRM) has created a new national structure for regime design and delivery which will improve the regime experience and outcomes for prisoners.</p> <ul style="list-style-type: none"> • A new national process for regime design • New national regime standards that all prisoners must receive, e.g. time in the open air – these will be reviewed and published annually • A new tiered regime that must be designed at each prison and signed off the by the Prison Group Director (PGD) • A new Local Regime Lead in every prison management team by September 2023 • New quarterly reviews of progress towards the local design using the HMIP Self-Assessment Report (SAR) template <p>This model is now being implemented, and every prison is creating their tiered regime for 2023/4.</p>	Head of Future Regime Design	April 2024
				Completed
				Completed
				Completed
				September 2023
		<p>A new purposeful activity measure introduced for 23/24 will record the percentage of prisoners receiving a minimum of four sessions of tier 1 or 2 activity per week, including weekends. This measures engagement and progress the prison has made in achieving its own vision. The new measure will capture all activity types now covered by a new, broader definition of purposeful activity. This will hold prisons to account for their delivery of the regime plan they have set locally.</p>	Head of Future Regime Design	January 2024
		<p>The Health & Social Care Team worked with NHSE, healthcare providers and the Royal College of GPs Secure Environments Group to deliver self-care materials directly to prisoners via Launchpad and the Virtual Campus. The self-care project aims to support and empower people to better look after their own health, whether self-treatable conditions, long term conditions or lifestyle choices to ensure better physical health and well-being. Each month new</p>	Head of Health & Social Care Team	Commenced 2022

		<p>topics are covered, such as caring for yourself in prison, Stress and Diabetes.</p> <p>A new national prison radio wellbeing campaign, “Sorry to Interrupt Your Day”, was launched in April 2023. Recorded by prisoners, showing the power they have to affect positive change in their own lives and the lives of each other. Unlike a regular show, the features broadcast at random points throughout the National Prison Radio schedule. They interrupt the usual flow of programming with something that sounds different, provokes thought and encourages positivity. The Health and Social Care team have worked closely with the Evidence based Practice Team, Prison Safety and National Prison Radio to create the new shows, which cover education to food, family and friends, prisoners hear stories, positive affirmations and reminders of the power for positivity we all hold within ourselves.</p>	Head of Health & Social Care Team	Commenced April 2023
2	<p>Most prisoners weren’t unlocked for long enough at weekends to complete essential domestic tasks, such as showering, cleaning their cell, making phone calls, and submitting applications.</p>	<p>Time out of cell is included in the National Regime Model as a foundation to the local regime model that must be consistently achieved. In the new regime design process that all prisons must follow, each prison must build a model that delivers the foundation first, then build their tier 1 and 2 activities onto this. All regimes must therefore safeguard the foundational elements first, including time out of cell for essential domestic tasks including showering, submitting applications, cleaning cells and time in the open air.</p> <p>Prison Group Directors will be responsible for monitoring the delivery of the new regime model in their prisons and ensuring that sufficient time is provided for prisoners to complete essential domestic tasks, such as showers, cell cleaning, time in the open air, at weekends.</p> <p>HMPPS will continue to monitor regime delivery in prisons on a weekly basis through the Regime Management Plan (RMP) reported figures. Where a prison is identified as unable to meet the basic regime requirements, including weekends. Governors can submit a business case for tactical resourcing support through Operational Resource and Stability Panel (ORSP)</p>	<p>Head of Future Regime Design</p> <p>National Resource Management</p>	April 2024

		<p>HMPPS will complete the deployment of in-cell phones in the closed prison estate by the end of March 2024. This will mean that prisoners will be able to make calls at a time of their choosing and from the privacy of their cells through the weekends.</p> <p>Launchpad is a platform which provides prisoners with secure access to a content hub (information, entertainment and diversionary content) and some transactional services (including applications) via a laptop in their cells. Providing access to this self-service platform increases prisoner agency and allows for the efficient and effective management of their affairs, initial rollout is as follows:</p> <p>Embed the use of Launchpad in the phase two prisons (Cookham Wood, Werrington, Feltham, Wetherby, Styal, New Hall, Berwyn, Wayland, Garth, Erlestone, Stoke Heath, Swaleside, The Mount, Ranby and Lindholme)</p> <p>Deliver Launchpad to four new prisons (Woodhill, Chelmsford, Bullingdon and Cardiff). Continue to assess the benefits of Launchpad in order to secure future funding for further roll out across more prisons.</p>	Head of Innovation & Business Change	<p>March 2024</p> <p>Completed</p> <p>End of FY 2024/25</p>
3	<p>Where time unlocked included a period of association at weekends, prisoners were left with little to do.</p> <p>There was little opportunity to socialise with peers, recreational equipment (such as pool tables) was broken or out of use, and there were few enrichment activities such as gardening, music or games.</p>	<p>The new National Regime Model includes tier 2 activities – these are structured enrichment activities that operate alongside traditional activities. Every prison is now required to design a tier 2 offer, this will include creating structured on wing activities (SOWA) within periods of association.</p> <p>As part of ongoing decency inspections, prisons will ensure that recreational equipment on residential units are in working condition by reporting and arranging for broken or out of use equipment to be repaired/replaced, subject to funding being available.</p>	<p>Head of Future Regime Design</p> <p>Prison Executive Directors</p>	<p>April 2024</p> <p>December 2023</p>
4	<p>Opportunities for prisoners to engage in constructive activities – for exercise and to help them develop skills in preparation for release – were very limited if they existed at all.</p>	<p>The new National Regime Model has created a requirement for each prison to create a tiered regime that it commits to deliver. This includes models for weekend regimes and an inventory of all activities delivered on weekends, this will include gym and library</p>	Head of Future Regime Design	April 2024

	Access to the gym was inconsistent and libraries were closed at weekends.	<p>access. Though prisons are inhibited from delivering their tiered regimes by staffing pressures, each tiered regime model design will include these mandatory elements to ensure there is a plan for progression that can be implemented promptly as pressures ease.</p> <p>HMPPS have taken the difficult decision to delay the restarting of staff fitness testing for a further nine months to enable Physical Education Officers (PEOs) to remain in prisons to support regime delivery. Prisons can also apply for support through ORSP if they have shortfalls of PEOs. The Tactical Resourcing Team are currently conducting an exercise to review the staffing position of PEOs across all prisons to enable detached duty to support prisons with significant shortfalls in their Physical Education (PE) staffing group.</p> <p>PE services are working in conjunction with Learning & Development (L&D) on a pilot for the London region supporting any existing officers moving over to become PEOs. To encourage new officers and PEOs, PE services have been supporting recruitment roadshows at Lilleshall (organised by Insights). There's also a HMPPS Showcase event in Newbold Revel in September.</p> <p>Education Group will liaise with library providers in partnership with Commercial & Contract Management Directorate to review the provision of library services at the weekends.</p> <p>In the interim, prisons will be encouraged to discuss with their library service providers to ensure books and/or other materials are readily available for the prisoners on the wings during library closures.</p>	<p>Deputy Director Prisons</p> <p>PE Services, L&D and MOJ Resourcing</p> <p>Prison Education Services</p> <p>Prison Executive Directors</p>	<p>June 2023</p> <p>October 2023</p> <p>September 2023</p> <p>July 2023</p>
5	At weekends, time in the open air for prisoners was not guaranteed, which was detrimental to their well-being.	HMPPS recognise that time in the open air is a critical part of regime. This was already a statutory requirement but has now also been included in the National Regime Model as a foundation to the local regime model that must be consistently achieved. In the new regime design process that all prisons must follow, they must build a model that delivers the foundation first, then build their tier 1 and 2 activities onto this. All regimes must therefore safeguard the foundational elements first, this includes time out of cell and time in the open air.	Head of Future Regime Design	April 2024

		<p>In the immediate term, the national Resource Management Support team, offer bespoke support and advise to establishment to utilise current staff as efficiently as possible, in order to be able to maximise the regime. This includes:</p> <ul style="list-style-type: none"> • Using Subject Matter Experts to upskill staff in the effective management of resources. • Support and guidance with regards to developing alternative working patterns, including 9-day fortnight • Assistance with re-profiling activity, including adjustment of core days to provide more time out of cells. 	National Resource Management	Completed
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HM Prison &
Probation Service

Action Plan Submitted: 12th May 2023

Annual Update Submitted: 13th May 2024

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1	<p>Around 60% of prisoners have less than two hours out of cell each day at weekends.</p> <p>This means they are locked up for longer than on weekdays and that the situation is worse than before the pandemic. This is likely to have a detrimental impact on their mental health and well-being.</p>	<p>Progress against commitments - concern 1 (May 2024)</p> <p>Work to refresh the prisons staffing model is being delivered in line with the milestones set out in the initial action plan.</p> <p>The 2024-25 financial year will focus on a system wide impact assessment which will allow us to compare model outputs with current delivery, to understand delivery risks ahead of any implementation decisions.</p> <p>The development of the model has supported review of risk management of specific cohorts and model outputs will support improved consistency of resourcing across women's and reception prisons.</p> <p>Work is ongoing to review system resilience and will be fed into impact assessments, alongside the roll out of tools to support Governors in maximising the use of their resources.</p> <p>Decision making on wider implementation of the model is scheduled for April 2025.</p> <p>All actions above which were assigned to the Head of Future Regime Design have been completed. The new regime planning process was fully implemented in January 2024. New model includes revised standards that drive improvements in delivery so the submitted plans from prisons should improve planned regimes in the short-term.</p> <p>Performance colleagues in the Data & Analytical Services Division (DASD) are developing the new purposeful activity measure. This was formally commissioned in June 2023, however due to the change of reporting processes on the new digital prison system, a decision has been made to postpone the new measure until January 2025. A temporary regime dashboard will be used to report on regimes in the interim until final activity measure is developed.</p>	<p>Workforce Delivery Project - Transforming Delivery Directorate</p> <p>Workforce Delivery Project - Transforming Delivery Directorate</p> <p>Head of Future Regime Design</p> <p>Prison Performance, Data & Analytical Services Division</p>	<p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>April 2025</p> <p>Completed</p> <p>January 2025</p>

		<p>The self-care programme has concluded following delivery of a 12-month campaign of materials. Building on the success of this work, the team will continue to develop opportunities to work with the Innovation & Business team in providing useful materials via Launchpad.</p> <p>“Sorry to Interrupt Your Day” went live on Prison Radio in April 2023 and ran for 6 months, ending in October 2023. An evaluation was completed and shared which involved both surveying listener feedback and also delivering content-based focus groups. The feedback report has been received and highlighted some excellent results. Campaign awareness showed 52% of prisoners had heard and remembered hearing the campaign. This was the highest contact rate that National Prison Radio has had across any recorded campaign. Of those that heard the campaign 91% took positive action suggested by the programme.</p>	<p>Head of Health & Social Care Team</p> <p>Head of Health & Social Care Team</p>	<p>Completed, on-going engagement.</p> <p>Completed</p>
2	<p>Most prisoners weren’t unlocked for long enough at weekends to complete essential domestic tasks, such as showering, cleaning their cell, making phone calls, and submitting applications.</p>	<p>Progress against commitments - concern 1 (May 2024)</p> <p>HMPPS has now formally agreed a new minimum standard for time out of cell, increased to 2 hours per prisoner per day. HMPPS has also agreed to a new minimum standard for time in open air, increasing it from 30 mins to 1 hour. All regime and business plans for 2024/25 created by end April 2024 will respond to new standards, including time in open air.</p> <p>Weekly returns continue to be submitted and monitored. Frontline operational resources have improved significantly over the past 12 months impacting positively on regime delivery. The ORSP panel remains in place to support a small number of sites where resourcing presents a concern.</p> <p>The launch of the National Regime Model in January 2024 will further support the planning and delivery of better regimes and access for prisoners throughout the week, including weekends.</p> <p>In-cell phone delivery is now complete in the closed estate.</p>	<p>Head of Future Regime Design</p> <p>National Resource Management</p> <p>Head of Innovation &</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>

		Deployment of Launchpad laptops was completed at HMP Woodhill in February 2024. The remaining three prisons are on track to be completed by the end of financial year 2024/25.	Business Change	April 2025
3	<p>Where time unlocked included a period of association at weekends, prisoners were left with little to do.</p> <p>There was little opportunity to socialise with peers, recreational equipment (such as pool tables) was broken or out of use, and there were few enrichment activities such as gardening, music or games.</p>	<p>Progress against commitments - concern 1 (May 2024)</p> <p>As part of the new National Regime Model, Tier 2 was launched in January 2024. All regime and business plans for 2024/255 created by end April 2024 will respond to new standards.</p> <p>Establishments were briefed at the Governing Governor Forum to ensure recreational equipment is included within the weekly decency checks and replaced as soon as viable to do so.</p>	<p>Head of Future Regime Design</p> <p>Prison Executive Directors</p>	<p>Completed</p> <p>Completed</p>
4	<p>Opportunities for prisoners to engage in constructive activities – for exercise and to help them develop skills in preparation for release – were very limited if they existed at all.</p> <p>Access to the gym was inconsistent and libraries were closed at weekends.</p>	<p>Progress against commitments - concern 1 (May 2024)</p> <p>This is on track; all prisons will submit their regime and business plan by the end of April 2024. Prisons will be measured on their achievements using the new Purposeful Activity measure which is being developed by DASD – the temporary dashboard will be used to measure achievements in the interim (as detailed in actions for concern 1).</p> <p>There remains a shortfall in the availability of PEOs nationally. This position is being monitored regularly and escalated for further actions to be considered. As an interim measure, additional hours under the Payment Plus scheme is available to existing staff to bolster delivery in sites with shortfalls.</p> <p>The national Physical Education (PE) team implemented an electronic daily diary last year to track weekend PE delivery in prisons. This diary will be further enhanced to offer</p>	<p>Head of Future Regime Design</p> <p>Deputy Director Prisons</p> <p>PE Services</p>	<p>January 2025</p> <p>September 2024</p> <p>September 2024</p>

		<p>a comprehensive overview of this data at a regional/national level, enabling the team to allocate support effectively.</p> <p>A review into the provision of library services at weekends has been completed.</p> <ul style="list-style-type: none"> • A small number of prisons have opened libraries on a weekend where the resources are available. • Encouragingly, a number of prisons have introduced evening opening times and have introduced libraries on the wings and other areas for prisoners to access reading material on a weekend where the prison library is closed. <p>Library provision is under continual review and there are further prisons currently reviewing their regimes to include the possibility of weekend working and extended library opening times into the weekend.</p> <p>Establishments were briefed at the Governing Governor Forum and encouraged to liaise with their Library provider to implement on wing provision.</p>	<p>Prison Education Services</p> <p>Prison Education Services</p> <p>Prison Executive Directors</p>	<p>Completed</p> <p>Completed, on-going review.</p> <p>Completed</p>
5	<p>At weekends, time in the open air for prisoners was not guaranteed, which was detrimental to their well-being.</p>	<p>Progress against commitments - concern 1 (May 2024)</p> <p>A new national minimum standard for time in open air has been created - increasing the expectation from 30 mins to 60 mins per prisoner per day. This is part of the National Regime Model. All regime and business plans for 2024/25 created by end April 2024 will respond to new standards, including time in open air.</p> <p>The bespoke support from the National Resource Management Support team remains in place and a series of support visits have been undertaken over the past 12 months to explore where improvements can be made.</p>	<p>Head of Future Regime Design</p> <p>National Resource Management</p>	<p>Completed</p> <p>Completed</p>