



HM Prison &  
Probation Service

Action Plan: Time to care: what helps women cope in prison?

Action Plan Submitted: 18<sup>th</sup> March 2025

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## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and Ofsted 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 recommendations. Action plans provide specific steps and actions to address the recommendations, 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: Response to the HMIP thematic review: Time to care: what helps women cope in prison?

1. No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
1	<p><b>Although officers were keen to support women, we found significant weaknesses in the care provided.</b> For example, some women described feeling overlooked as staff focused their time and attention on others who were more obviously in crisis. One woman said she had self-harmed to get officers to take her seriously.</p>	<p>A training needs analysis will be prioritised to identify further training and development packages required to enhance opportunities to learn and build confidence and the capability of staff and managers working in women's prisons.</p> <p>The Enable Programme team will work with the Women's Group to ensure all workstreams, including the Core Capability Packages, take account of the needs of working with women. This work will include:</p> <ul style="list-style-type: none"> <li>• From April 2025 rollout nationally the new 'Core Capability Package' for Band 3 prison officers in women's prisons to enhance opportunities to learn, develop, build confidence and capability.</li> <li>• The HMPPS Women's Group has been given early access (from February 2025) to Custodial Manager Portfolio packages, to support the work being undertaken to increase the confidence and capabilities across this grade. These packages will support the emphasis placed on relational ways of working, decency, wellbeing, procedural justice, and rehabilitation across front-line delivery in women's prisons.</li> <li>• Active development, testing and process evaluation of a staff induction package that is bespoke based on establishment need and focussed on better supporting new staff as they enter the complex environment of a</li> </ul>	<p>Lead HR Business Partner, Women's Group</p> <p>Deputy Director Transforming Delivery Directorate and Prison Group Director, Women's Group</p>	<p>September 2025</p> <p>April 2025</p> <p>Completed</p> <p>September 2025</p>



		<p>prison. HMP/YOI Downview has been identified as an early adopter site.</p> <ul style="list-style-type: none"> <li>As an early adopter site for the Enable Programme, new staff at HMP/YOI Downview have facilitated guided reflective conversations to support them into role and embed their learning.</li> </ul> <p>To further support staff working with women, HMPPS are currently delivering Behind the Behaviour (BTB) training at HMP/YOI Styal and HMP/YOI Eastwood Park. This will be rolled out for staff working in all other public sector women's prisons commencing in April 2025. The speed and pace of delivery will be determined by spending review funding.</p> <p>Governors of public sector women's prisons have now completed Behind the Behaviour Training.</p> <p>Four women's prisons have received bespoke support from the Standards Coaching Team (SCT) to date.</p> <p>An application will be submitted for further deployment of the SCT to HMP/YOI Eastwood Park and HMP/YOI Foston Hall who have the largest rates of Prison Officers in their first two years of service in the women's estate. If successful, the SCT will work with the Senior Leadership Team (SLT) for 16 weeks and develop a targeted action plan with the overall purpose of developing confidence, competence and empowering staff in their roles.</p> <p>Women's Estate Psychology Service (WEPS) has created Trauma-Informed and Responsive Practice Guidance for women's prisons, to provide practical actions to support the enablers and address the barriers to trauma-informed care. An implementation plan will be developed with Governors and Directors across all women's prisons.</p> <p>Implementation of Staff Space – an approach where all operational staff at HMP/YOI Styal are provided with monthly reflective practice sessions with a registered forensic</p>	<p>Lead Psychologist Women's Estate Psychology Service</p> <p>Lead Psychologist Women's Estate Psychology Service</p> <p>Prison Group Director, Women's Group</p> <p>Lead Psychologist Women's Estate Psychology Service and Prison Group Director, Women's Group</p> <p>Lead Psychologist Women's Estate Psychology Service</p>	<p>Completed</p> <p>April 2025</p> <p>Completed</p> <p>Completed</p> <p>Completed (applications submitted though bids unsuccessful)</p> <p>August 2025</p> <p>Staff Space implementation began in February 2025</p>
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	<p>psychologist will be implemented. A four-year evaluation is being undertaken which will examine the impacts of this on the culture and perceptions of safety of staff and women at the prison. It is hypothesised that if staff can feel cared for, then they will be more resilient and able to provide better care for women in custody.</p> <p>Building on the £14m allocated between 2022 – 2025 to improve women’s safety in custody, projects to improve support for women during their early days (The Early Days Service), as well as testing an enhanced model of support for young adult women, will continue into 2025/2026. HMPPS will submit bids for continued funding of these projects for 2026 onwards.</p> <p>A review of underpinning workforce models within the public sector Women’s estate will test if baseline resources are sufficient for the effective delivery of regimes and services. Review outputs will be considered in the context of the wider estate and will be subject to a system wide impact assessment prior to final decision-making on implementation. The impact assessment process will specifically consider findings of the HMIP thematic review alongside the broader resource package.</p> <p>HMPPS will build upon the introduction of gender specific training available for new Prison Officers, and the Working with Women e-learning package, by considering the views from staff who have completed the training to date and incorporate into a review of content. In addition, HMPPS will further evaluate women specific Band 3 POELT and refresher training to ensure that training is appropriate.</p>	<p>Deputy Director, HMPPS Women’s Group</p> <p>Head of Prisons Workforce Delivery Project</p> <p>DD MoJ People and Capability and Deputy Director, HMPPS Women’s Group</p>	<p>June 2025</p> <p>Review May 2025</p> <p>November 2025</p>
	<p><b>Progress against commitments (March 2026)</b></p> <p>The Training Needs Analysis has been completed. This will be reviewed and updated on a quarterly basis.</p>	<p>Lead HR Business Partner, Women’s Group</p>	<p>Completed</p>



	<p>Rollout began in April 2025 of Core Capability Packages to enhance opportunities to learn, develop, build confidence and the capability of prison officers. Delivery is being scheduled across all sites over the coming year.</p> <p>57% of Custodial Managers (CMs) across the Women's Group have attended 7 pilot Custodial Manager portfolio packages.</p> <p>Testing and development are underway of a staff induction package. A forum has been established to offer support across the new colleague mentor and local learning leads group to discuss induction best practice. Plans to review and evaluate the 'Enable' offer at HMP/YOI Downview will be completed by the end of June 2026 and HMPPS will review and share the lessons learnt on a quarterly basis at the Women's Group People Board.</p> <p>At HMP/YOI Downview reflective conversations have been undertaken by the Enable team's capability officers.</p> <p>Up to the end of September 2025, 525 staff had completed the Behind the Behaviour (BTB) training. The last public sector women's prison is due to begin implementation in April 2026.</p> <p>Due to a recent Governor appointment, there is now just one Governor in post who is yet to complete the training.</p> <p>Four women's prisons have received bespoke support from the Standards Coaching Team (SCT) to date.</p> <p>Nominations for support from the Standards Coaching Team (SCT) were submitted and were unsuccessful. However, the model of delivery for the SCT is changing - the Women's Group will follow up on this to see whether support may become available should further nominations be submitted. In lieu of SCT support HMPPS are focussing on New Colleague Mentors and alternatives to supporting new staff.</p> <p>An implementation plan to support the enablers and address the barriers to trauma-informed care has been developed and final</p>	<p>Deputy Director Transforming Delivery Directorate and Prison Group Director, Women's Group</p> <p>Deputy Director Transforming Delivery Directorate and Prison Group Director, Women's Group</p> <p>Deputy Director Transforming Delivery Directorate and Prison Group Director, Women's Group</p> <p>Deputy Director Transforming Delivery Directorate and Prison Group Director, Women's Group</p> <p>Lead Psychologist Women's Estate</p> <p>Psychology Service Lead Psychologist Women's Estate Psychology Service</p> <p>Prison Group Director, Women's Group</p> <p>Lead Psychologist Women's Estate</p>	<p>Completed</p> <p>Completed</p> <p>Underway, revised target date June 2026</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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		<p>version shared with Governors and Establishment Lead Psychologists across all women's prisons. The Prison Group Director (PGD) will be conducting assurance on use of the guidance during their site visits.</p> <p>Implementation of Staff Space began in February 2025. This is a four-year evaluation.</p> <p>A spending review bid which was submitted for 2026 onwards to continue with the projects to improve women's safety in prison was unfortunately unsuccessful. However, funding has been secured to allow current provision to continue.</p> <p>HMPPS have reviewed the underpinning staffing model for public sector prisons. A new staffing model has been agreed, and implementation planning is underway. The new model includes changes to staffing arrangements in the women's estate and three women's prisons have been identified for an uplift in staffing starting from April 2026. Final implementation decisions / staffing uplifts remain dependent on the conclusion of the allocations process.</p> <p>The Enable Programme Team are reviewing officer foundation training nationally. The current officer training for those entering the women's estate (Women's Estate Specific Training) will be evaluated along with the review of foundational officer training. Feedback has been gathered for the Working with Women e-learning and will be incorporated when the learning is reviewed.</p>	<p>Lead Psychologist Women's Estate Psychology Service Deputy Director, HMPPS Women's Group</p> <p>Head of Prisons Workforce Delivery Project</p> <p>Head of Prisons Workforce Delivery Project DD MoJ People and Capability and Deputy Director, HMPPS Women's Group</p>	<p>Commenced February 2025</p> <p>Completed</p> <p>Completed</p> <p>June 2027 (Enable review will begin)</p>
2	<p><b>Support to maintain relationships with children and families was not good enough.</b> Despite this being the top priority for women in our survey there was too little creativity in the range of help available.</p>	<p>Building on current Spending Review funded additional roles to support children and families, HMPPS will submit a Spending Review bid (2026 onwards) to increase prison-based social workers, Family Engagement Worker provision and baseline funding for Health and Perinatal Leads.</p>	<p>Deputy Director HMPPS Women's Group</p>	<p>June 2025</p>





		<p>The HMPPS Family Services Team are currently working to create new data sets, which will provide information around the current delivery of family services, highlighting both areas of good practice and opportunities for development. This data will inform the work of the Women's Group, enabling the development of effective approaches to support the delivery of the family provision.</p> <p>The Head of Reducing Reoffending in the Prison Group Director's (PGD) team will meet with the HMPPS Families Team to develop the Families Performance Measure for 2025/26, which will ensure continuous improvement around supporting family ties for women in custody.</p>	<p>Deputy Director, Rehabilitation Directorate</p> <p>Prison Group Director, Women's Group and Deputy Director, Rehabilitation Directorate</p>	<p>November 2025</p> <p>June 2025</p>
		<p style="text-align: center;"><b>Progress against commitments (March 2026)</b></p> <p>A spending review bid which was submitted for 2026 onwards was unfortunately unsuccessful. However, funding has been secured to allow the current social worker in prison provision to continue until April 2027, and HMPPS are considering how provision may be able to be expanded in the future. Funding for the Health and Perinatal Lead role has been baselined. Learning will be taken from the Family Engagement Worker provision so that best practice from this role is not lost.</p> <p>The envisaged multidisciplinary working group has been established and is now operating as business as usual. The newly funded Women's Group Children, Families and Pregnancy Lead role is now embedded. Children and Families work has been a strategic objective for the Women's Group across 2025/26. The length and frequency of family days and use of double visits are now embedded across all sites and regularly assured by the PGD team. Work has been considered by the strategic priority Children and Families workstream around child resettlement leave and learning around the use of video calling to give women better opportunities to maintain contact with the outside world will continue to be developed and promoted.</p>	<p>Deputy Director HMPPS Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>Completed</p> <p>Completed</p>



		<p>Distribution of promotional materials including flyers for family and friends to take away, and prisoner facing material for use on residential wings has taken place.</p> <p>The 2025/6 performance improvement measure results are due to be submitted to Family Services by 20th March 2026. Once a thematic review of the scores has been completed and the quality of the data has been interrogated, Family Services will work with colleagues who are producing the monitoring and evaluation framework to determine what data can be used to inform future measures. Additionally, Family Services will also meet with the Head of Reducing Reoffending in the Women's Estate PGD's team to review the measure with a view to updating it to drive improved performance across the group.</p>	<p>Deputy Director, Rehabilitation Directorate</p> <p>Deputy Director, Rehabilitation Directorate Prison Group Director, Women's Group and Deputy Director</p>	<p>Completed</p> <p>Ongoing – to be completed by May 2026</p>
3	<p><b>Women's ability to cope was hindered by the prison regime.</b> Many spent too long locked in their cell or without purposeful activity. There were few opportunities for women to seek support from each other, for example exercising or eating meals together.</p>	<p>The Prison Group Director has set clear expectations for improvements and driving regime delivery plans throughout 2025/26, including minimum requirements for evening domestics/association and a minimum of 1 hour in the open air daily.</p> <p>The PGD has instructed the Governor of the one prison that was not running evening domestics to re-establish as a matter of urgency.</p> <p>A review of underpinning workforce models within the public sector Women's estate will test if baseline resources are sufficient for the effective delivery of regimes and services. Review outputs will be considered in the context of the wider estate and will be subject to a system wide impact assessment prior to final decision-making on implementation. The impact assessment process will specifically consider findings of the HMIP thematic review alongside the broader resource package.</p> <p>Key Work is one of the core priorities for HMPPS in 2025/26. The expectation will be that key work delivery will increase in this cycle of Regime Planning aligned to each establishment Regime</p>	<p>Prison Group Director Women's Group</p> <p>Prison Group Director Women's Group</p> <p>Head of Prisons Workforce Delivery Project</p> <p>Prison Group Director, Women's Group</p>	<p>Completed</p> <p>Completed</p> <p>Review May 2025</p> <p>March 2026</p>





		<p style="text-align: center;"><b>Progress against commitments (March 2026)</b></p> <p>Regime reviews have been completed and updated plans have been signed off for 2025/2026, with all sites confirming they are offering a minimum of one hour in the open air daily.</p> <p>Key work is increasing across the women's estate, however recognising that where staff resource is more challenged this is more difficult to achieve. There is a continual drive around key work and focus on this from the PGD and team, and at individual sites. This work has seen improved oversight, focus and performance. Assurance mechanisms remain in place and there are clear expectations from PGD and team to maintain delivery and address root causes of under delivery.</p> <p>Work started by the strategic priority workstream continues to maximise regimes in the women's estate through accountable regime plan commitments, the sharing of best practice, and driving innovation in each establishment via the now embedded regime review meetings. Work is underway to continue to promote peer support activity and support provision for communal dining alongside considering how regimes may need to change to support the changing profile of women in custody over the coming months and best consider their needs.</p> <p>Several Escort, Bedwatch and Constant Supervision (EBCS) project workstreams have been established. A data capture exercise across all prisons is expected to produce a full picture of health enablement, reflecting for women's prisons the specific needs of this cohort. The spending review bid for constant supervision provision was submitted, but unsuccessful.</p>	<p>Prison Group Director</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Head of Workforce Modelling (Prisons) Prison Group Director, Women's Group</p>	<p>Completed</p> <p>Completed</p> <p>Ongoing - October 2026</p> <p>Completed</p>
4	<p><b>The prison environment did not always help women feel safe.</b> For example, some found the level of noise and communal showers</p>	<p>HMPPS continue to research Gender Specific and Trauma Informed practises. Whilst there are currently no live build programmes in the women's estate, where applicable these may be incorporated into the technical design standards for any future builds. The current design standards promote the inclusion of</p>	<p>Deputy Director, MoJ Property</p>	<p>Ongoing</p>



	<p>distressing, and there was a lack of therapeutic space.</p>	<p>improved features such as in-cell shower facilities, considered acoustic strategies and safe and secure design responses which seek to address some of these issues. HMPPS will use future funding opportunities to improve the physical environment where funding allows.</p> <p>HMPPS have funded improvements to conditions where possible and will continue to do so as funding becomes available. This has included the refurbishment of specialist units at HMP/YOI Eastwood Park, a review and investment in reception areas and carpeting at HMP/YOI Styal. Young Adult Hubs are in place at HMP/YOI Bronzefield and HMP/YOI Styal. Incentivised Substance Free Living units (ISFLs) are established across women's prisons. During 2022/2023 funding was secured from the Asset Investment Board to provide therapeutic space at five women's prisons where space existed within the sites/ grounds of the prisons to add these (HMP/YOI Low Newton; Foston Hall; Eastwood Park; Send and Downview). HMPPS will continue to seek to improve the physical environment as funding allows.</p> <p>Staff in prisoner facing areas will be required to wear earpieces attached to their radios to avoid the warble from their radios being audible to prisoners. This will commence March 2025 following procurement of equipment</p> <p>Governors will ensure they have appropriate assurance and processes in place to ensure that all cells are 'room ready' when a woman moves into that cell, that they are clean, and they have sufficient appropriate equipment and bedding.</p> <p>MOJ Property will conduct a review to consider how to lessen noise on residential units in public sector women's prisons.</p> <p>Governors will undertake a self-audit against the Living Conditions Audit baselines, if they have not had an audit in the last 12 months.</p> <p>To further support staff working with women, HMPPS are currently delivering Behind the Behaviour (BTB) training at</p>	<p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Deputy Director, MoJ Property</p> <p>Prison Group Director, Women's Group</p>	<p>Ongoing</p> <p>December 2025</p> <p>September 2025</p> <p>November 2025</p> <p>September 2025</p> <p>April 2025</p>
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		HMP/YOI Styal and HMP/YOI Eastwood Park. This will be rolled out for staff working in all other public sector women's prisons commencing in April 2025. The speed and pace of delivery will be determined by spending review funding.	Lead Psychologist Women's Estate Psychology Service	
		<p style="text-align: center;"><b>Progress against commitments (March 2026)</b></p> <p>A paper has been produced on how to lessen noise on residential units which will feed into any future work in this area.</p> <p>All Heads of Security have been contacted to ensure local arrangements are in place to encourage compliance with the request for staff in prisoner facing roles to wear earpieces attached to their radios. The wearing of earpieces cannot be mandated; it is therefore being encouraged at all sites instead. HMP/YOI Styal has been identified and will take part in a pilot to consider the mandating of earpieces and if this is possible in the future.</p> <p>All sites have a room ready scheme in operation as part of their early days offer. Assurance is carried out by the PGD team to ensure ongoing compliance.</p> <p>Funding has been secured to install acoustic panelling in some cells in HMP/YOI New Hall to test an approach to mitigate excess noise.</p> <p>Governors have undertaken a self-audit against the Living Conditions Audit baselines.</p>	<p>Deputy Director, MoJ Property / Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
5	<b>Too little attention was given to some very basic elements of decency.</b> Women were given prison-issue clothing designed for men, and they did not receive enough underwear. They were not allowed to wash their own underwear in a washing machine.	<p>The Prison Group Director has instructed Governors that all women must be issued with seven pairs of underwear on arrival, and these can be washed in machines.</p> <p>A Band 7 Assurance Advisor has been appointed in the HMPPS Women's Group, with a start date of April 2025, to increase capacity to assure decency across the 10 public sector women's</p>	<p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>Completed</p> <p>April 2025</p>



	<p>prisons. This will include availability of basic decency items and women specific clothing.</p> <p>Prison Industries HQ will distribute internal stock of women specific clothing across women's prisons.</p> <p>HMPPS Women's Group and Prison Industries HQ will jointly review the clothing offer for women, recognising the unique needs of women in prison. This review will also consider the ordering and production process of women specific clothing to improve/expand where required. Guidance on ordering will be given to prisons. Ongoing assurance on stock and availability will be conducted by the Women's Group Assurance Advisor through quarterly assurance visits.</p> <p>HMPPS will build upon the learning from the access to razor pilot at HMP/YOI Eastwood Park. This will include a review of local safe systems of work with the aim to develop a consistent approach to the management of razors for women to enable them to practice self-care. An individualised approach will continue to be taken for women at high-risk of harm.</p> <p>HMPPS Women's Group will develop and introduce a basic facilities list across all women's prisons to improve consistency of access to items.</p> <p>Whilst hair salons are in place at many women's prisons, to build on this HMPPS will seek funding to introduce a facility at sites that do not have salons, where infrastructure allows.</p> <p>Hairdryers and straighteners are available at most women's prisons; however, Governors will be instructed to ensure they are available on all residential units.</p>	<p>Prison Industries HQ</p> <p>Deputy Director, HMPPS Women's Group and Prison Industries HQ</p> <p>Prison Group Director, Women's Group and National Safety Group</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>March 2025</p> <p>June 2025</p> <p>July 2025</p> <p>July 2025</p> <p>Review in December 2025</p> <p>September 2025</p>
		<b>Progress against commitments (March 2026)</b>	



		<p>The issuing of underwear and whether these can be washed in machines is monitored through assurance visits.</p> <p>A Band 7 Assurance Advisor has been appointed in the HMPPS Women's Group.</p> <p>Prison Industries HQ has distributed internal stock of women specific clothing across women's prisons.</p> <p>HMPPS Women's Group and Prison Industries HQ has jointly reviewed the clothing offer for women,</p> <p>All prisons have a local razor policy which is based on local data and risk. Razor management principles are in place for the Women's Group and are assured during PGD visits. HMPPS Women's Group has developed and introduced a basic facilities list across all women's prisons to improve consistency of access to items.</p> <p>A scoping exercise has taken place in relation to providing hair salons. Further expansion would require support from finance and estates with scoping out infrastructure and seeking funding to expand this facility across the group. Three prisons do not currently have salons. Women in the two open prisons use hair salons in the community so there is little demand. The other prison report they have space available and, with funding, could set up a service easily. A woman fully trained in hairdressing has been identified and equipment ordered there. Longer term plans include exploring use of an innovation fund to secure hairdressing qualifications and potentially expand provision.</p> <p>The PGD team carry out assurance during visits to check that hairdryers and straighteners are available on residential units.</p>	<p>Prison Group Director, Women's Group Prison Group Director, Women's Group and National Safety Group</p> <p>Prison Industries HQ</p> <p>Prison Industries HQ and Women's Group</p> <p>Prison Group Director, HMPPS Women's Group</p> <p>HMPPS Women's Group</p> <p>Prison Group Director, HMPPS Women's Group</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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6	<b>Women had too few opportunities to complete interventions, such as the HOPE programme, to develop coping skills.</b>	<p>HMPPS will review the delivery model of HOPE at the eight existing sites, in order that more women are able to access the programme during their early days in custody.</p> <p>Additionally, plans are being developed at sites where the Early Days Service exists to enable HOPE graduates to work as first night orderlies / peer supporters to support women new to custody.</p> <p>The 'My Experience' (ME) document has replaced the Support Through Enhanced Management (STEM) plan. This is based on the need to target resources more effectively to meet the needs of more women. When women have ME plans, this enables staff to support them more effectively cope whilst in custody. Support will be provided to enable sites to embed the new processes.</p> <p>As part of the spending review bid HMPPS are seeking to expand HOPE to all women's prisons which serve the courts.</p> <p>HMPPS will build upon the success of Compass, a programme that uses Compassion Focussed Therapy to support women with complex trauma needs to enable them to develop coping skills, at HMP/YOI Low Newton, by extending this to HMP/YOI Styal, with additional resources for the expansion of WEPS therapy services at HMP/YOI Drake Hall.</p>	<p>Lead Psychologist Women's Estate Psychology Service</p> <p>Lead Psychologist, Women's Estate Psychology Service and Prison Group Director, Women's Group Lead Psychologist Women's Estate Psychology Service</p> <p>Deputy Director, HMPPS Women's Group</p> <p>Lead Psychologist Women's Estate Psychology Service</p>	<p>Completed</p> <p>July 2025</p> <p>May 2025</p> <p>June 2026 contingent on Spending Review funding</p> <p>Implementation is contingent on successful recruitment, which is underway. Delivery planned from August 2025 once staff are recruited.</p>



		<p align="center"><b>Progress against commitments (March 2026)</b></p> <p>HMPPS have reviewed the delivery model of HOPE at the eight existing sites, in order that more women are able to access the programme during their early days in custody.</p> <p>HMPPS have commitment from The Early Days Service (TEDS) sites that when it comes to recruitment of peer mentors, that they will be HOPE graduates. The operational guidance review will detail that recruitment of peer mentors should be HOPE graduates which will support the implementation for any future sites adopting TEDS and consistency in approach.</p> <p>Women's Estate Psychology Services are continuing to train at local levels, and this has gained traction across sites. HMPPS are also working with colleagues in the community to try to get the ME (My Experiences document) to travel with women 'through the gate' (for example by including it in Approved Premises applications).</p> <p>The expansion of HOPE was contingent on Spending Review funding which was unsuccessful. Whilst the specific action is complete, HMPPS are considering how we use funding post March 2026 and will keep this under review. If there is the opportunity to fund this in one or more sites, this will be considered.</p> <p>A Band 7 (Forensic Psychologist) is in post at HMP/YOI Drake Hall. Due to staffing difficulties, HMPPS are currently reviewing alternative delivery models for Compass at HMP/YOI Styal.</p>	<p>Lead Psychologist, Women's Estate Psychology Service and Prison Group Director, Women's Group</p> <p>Lead Psychologist Women's Estate Psychology Service</p> <p>Deputy Director, HMPPS Women's Group</p> <p>Lead Psychologist Women's Estate Psychology Service</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>



7	<p><b>The lack of formal peer support roles was a missed opportunity to enhance the care provided.</b></p>	<p>HMPPS will expand the use of peer support roles across women's prisons. This process will begin by conducting a review of current roles. This review will include the lived experiences of women in prison so that we can further develop the roles that provide them with the most support. HMPPS will use this review to identify and share best practice and innovation across women's prisons.</p> <p>Whilst all women's prisons have Listeners schemes, not all currently provide 24-hour cover. The Governors of prisons that don't have a full service will ensure that the schemes are fully operational by March 2026.</p> <p>Mental health ambassadors will be introduced at HMP Send and HMPPS will take learning from this new initiative and share best practice across the women's estate.</p> <p>HMPPS Women's Group have introduced Domestic Violence Link Worker peer champions in all women's prisons where there are Domestic Violence Link Workers. HMP/YOI Downview is piloting an approach to enhanced peer workers. HMPPS will take learning from this work and share best practice across the women's estate.</p>	<p>Deputy Director HMPPS Women's Group</p> <p>Prison Group Director, Women's Group</p> <p>Deputy Director, HMPPS Women's Group</p> <p>Deputy Director, HMPPS Women's Group</p>	<p>May 2026</p> <p>March 2026</p> <p>April 2026</p> <p>March 2026</p>
		<p><b>Progress against commitments (March 2026)</b></p> <p>The expansion of peer support roles across women's prisons is due to be completed on schedule by May 2026. Peer led minimum delivery expectations guidance is due to be published along with a peer led activity page(s) for staff on the HMPPS Rehabilitation portal.</p> <p>Succession planning for 'Listeners' is now embedded. The PGD team continue to assure against this requirement. Whilst each prison is expected to have full 24-hour cover in place, due to the changing nature of the prison populations (e.g. people moving on</p>	<p>Deputy Director HMPPS Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>May 2026</p> <p>Completed</p>



		<p>from the role / moving out of the establishment and because training new listeners can take a considerable amount of time) this is a fluid picture. Prisons are actively aiming to keep up numbers as far as possible and work to support this has included engagement with the Samaritans at group level to consider how training is delivered to keep up with churn.</p> <p>The Mental Health Ambassador scheme is run by a charity called Unlock My Life and have been operating at HMP Send since September 2024. The scheme trains prisoners to be Mental Health Ambassadors as well as deliver 'Brain Smart' training to prisoners willing to become ambassadors. Details of this scheme have previously been shared with the Health and Perinatal Leads, via the Health and Perinatal meetings, as best practice. This information will formally be shared again as part of International Women's Day 2026.</p> <p>The current Domestic Abuse Link Worker project will end on 31st March 2026. From the early look evaluation, the peer mentor approach was a significant part of the model. This learning has been shared with Governors at a recent event and is a theme captured within lessons learned and project closure reports. The enhanced peer worker approach at HMP/YOI Downview is captured within project closure reporting as an emerging development, alongside the wider scoping of the roles across the establishments, that are supporting women with domestic abuse. This will support and inform current and future project design or delivery.</p>	<p>Deputy Director, HMPPS Women's Group</p> <p>Deputy Director, HMPPS Women's Group</p>	<p>Completed</p> <p>Completed</p>
8	<p><b>The use of restrictive and punitive responses to women in crisis was far too common.</b> Too little effort was made to de-escalate situations and decisions to use force were not always justified.</p>	<p>At HMP/YOI Styal the Women's Estate Psychology Service (WEPS) Establishment Lead Psychologist works with operational staff to review incidents where situations were successfully deescalated, to support staff to implement the skills from the Behind the Behaviour training. To build on this work, WEPS have identified a senior member of staff from within the team to undertake a review of the available evidence about Use of Force across women's prisons to explore factors impacting high rates of use of force and over-reliance on restrictive measures, and will then work with the Use of Force Insights and Assurance Lead</p>	<p>Lead Psychologist Women's Estate Psychology Service</p>	<p>May 2025</p>



		<p>(see action below) to identify strategies to reduce inappropriate use.</p> <p>The Women's Group will seek funding for a dedicated Use of Force Co-ordinator for 12 months, to provide specialist oversight in the prisons with greatest need of support.</p> <p>In addition, a Use of Force Insights and Assurance Lead dedicated to improving practice in women's prisons will be funded/introduced by HMPPS Women's Group for an initial 12-months period to accelerate progress in this important area.</p> <p>The HMPPS Operational Response and Resilience Unit (ORRU) will undertake a review of the incidents involving Use of Force that HMIP have included as case studies.</p> <p>The HMPPS ORRU will:</p> <ul style="list-style-type: none"> <li>• Explore the delivery of Use of Force Instructor revalidation courses at National Centres exclusively for instructors in women's prisons</li> <li>• Together with HMPPS Women's Group, ORRU will drive implementation of the new Use of Force curriculum, seeking funding to undertake an evaluation to consider if the new curriculum appropriately meets the needs of women in custody, and consider next steps as appropriate</li> <li>• Together with ORRU, HMPPS Women's Group will explore the development of an Independent Restraint Review Panel as an additional level of oversight</li> <li>• Offer Health care staff the opportunity to undertake Use of Force training to better understand medical risks associated with techniques and responsibilities of medical professionals during incidents</li> </ul>	<p>Deputy Director, HMPPS Women's Group,</p> <p>Prison Group Director, Women's Group</p> <p>HMPPS Operational Response and Resilience Unit</p> <p>Operational Security Group Director</p> <p>Operational Security Group Director / Deputy Director, HMPPS Women's Group</p> <p>Operational Security Group Director / Deputy Director, HMPPS Women's Group</p> <p>Prison Group Director, Women's Group</p>	<p>June 2025</p> <p>June 2025</p> <p>April 2025</p> <p>September 2025</p>
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		<p>HMPPS have piloted strengthened governance arrangements regarding Use of Alternative Clothing, that re-affirms Alternative Clothing is only used as a last resort. This will be rolled out across the women's estate from April 2025.</p> <p>There is no approved alternative anti-rip clothing available in shorts and tops. HMPPS Women's Group are reviewing alternative clothing to consider how this can be available as shorts and tops as well as just a one piece in all women's prisons.</p> <p>Building on progress in reducing the levels of use of force (23.7% January to December 2024), the Women's Group and HMPPS Safety Group will convene a forum with Governors/Directors in the Women's Estate, and wider partners, to:</p> <ul style="list-style-type: none"> <li>• identify and share promising practice for the delivery of safer outcomes in women's prisons, and.</li> <li>• work with colleagues from across MoJ Policy and HMPPS Directorate of Security and Drug and Alcohol Group to develop an evidence-based approach to target the allocation of national and local safety support, in order to: <ul style="list-style-type: none"> <li>➢ ensure support is effective to reduce violence, self-harm and suicide across the women's estate</li> <li>➢ explore the role of healthcare professionals in supporting women who require force to be used to keep them safe</li> </ul> </li> </ul> <p>The National Safety Group will provide written clarification on the expectations of staff during constant supervision duties, to emphasise the need for this to be a supportive interaction.</p> <p>Whilst only found at one site, all Governors have been instructed to ensure that alternative clothing is not pre-determined in any written or other plan.</p>	<p>Deputy Director, HMPPS Women's Group</p> <p>Deputy Director, HMPPS Women's Group</p> <p>Deputy Director, HMPPS Women's Group, HMPPS National Safety Group / ORRU / Health teams /</p> <p>HMPPS National Safety Group</p> <p>Prison Group Director, Women's Group</p>	<p>April 2025</p> <p>July 2025</p> <p>May 2025</p> <p>April 2025</p> <p>Completed</p>
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		<p>HMPPS will develop a cross-organisational workstream to oversee the work to drive down the Use of Force across the women's estate. Membership will include Women's Group, ORRU, National Safety Group, operational representation and Learning and Development Team.</p>	Deputy Director, Women's Group	April 2025
		<p style="text-align: center;"><b>Progress against commitments (March 2026)</b></p> <p>The review into Use of Force has been completed and shared with senior leaders within Women's Group.</p> <p>Women's Group have used underspend this financial year (2025/6) to fund local use of force co-ordinators in establishments, where staffing numbers allow. Funding has only allowed for 4-5 months of the role (Nov – March) at present, however HMPPS are considering how HMPPS might be able to fund this (if the roles are not funded) through the introduction of the Workforce Delivery Models, moving forward. A bid was submitted to fund roles through 2025/26, but this was not approved.</p> <p>A Use of Force Insights and Assurance Lead was successfully introduced and due to the positive impact that this role has provided, funding has been agreed for a further 2 years.</p> <p>The HMPPS Operational Response and Resilience Unit (ORRU) has undertaken a review of the incidents involving Use of Force that HMIP included as case studies.</p>	<p>Lead Psychologist Women's Estate Psychology Service</p> <p>Prison Group Director, Women's Group</p> <p>Operational Security Group Director</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



		<p>In August 2025, a Women's Group only Use of Force Instructor revalidation course were successfully delivered at both National Centres. This course was specifically tailored to the needs of Instructors in women's prisons. The ambition is to offer a bespoke revalidation annually. Although the specific action is complete, HMPPS are striving to make this a permanent change.</p> <p>ORRU has completed a review of the new curriculum, which was published in January 2026. The review includes consideration of its impact on women in custody. Although the evaluation work has been completed, it has identified areas where further implementation work is required before the full impact of the curriculum can be assessed. Work to embed the new Use of Force curriculum is ongoing, and significant progress has already been made. A further review will be considered once the curriculum has been fully embedded across women's prisons.</p> <p>ORRU have produced an options paper to consider how an Independent Restraining Review Panel (IRRP), or a version of an IRRP, could most effectively be introduced. This has been reviewed by the Women's Group Deputy Director and the Prison Group Director. Work is underway to finalise the option to be taken forward, and then a plan will be developed to support the introduction. Ambition is for this to be implemented in 2026/27.</p> <p>Health care staff are invited to attend use of force training delivered within establishments. This provision is initiated at the request of local health care providers and implemented with the agreement of prison leadership. Training opportunities have already been extended to healthcare partners in a number of establishments. The current PGD quarterly assurance visits, supported by remote checks, are verifying that this provision is available across all sites. If any challenges are identified these will be raised with the local leadership team and the PGD team, and support provided. Health Partners are invited to participate in establishment Use of Force Review meetings. In addition, an awareness package outlining the role of health care staff in use of force incidents has been completed.</p>	<p>Deputy Director, HMPPS Women's Group, HMPPS National Safety Group / ORRU</p> <p>Deputy Director, HMPPS Women's Group, HMPPS National Safety Group / ORRU</p> <p>Deputy Director, HMPPS Women's Group, HMPPS National Safety Group / ORRU / Health teams /</p> <p>Deputy Director, HMPPS Women's Group</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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	<p>Provisional internal figures have shown a considerable reduction in the use of alternative clothing across the women's estate.</p>	Deputy Director, HMPPS Women's Group	Completed
	<p>Work to review alternative clothing in shorts and tops was undertaken. A prototype short and t-shirt version of alternative clothing has been developed and piloted at HMP/YOI Foston Hall and HMP/YOI Low Newton. Prison Industries are adjusting the design based on feedback. Once the Women's Group and the National Safety Team are content with the safety and design of the prototype HMPPS plan to roll the option of short and t-shirt alternative clothing out across the estate.</p>	Deputy Director, HMPPS Women's Group, HMPPS National Safety Group / ORRU / Health teams /	Completed
	<p>HMPPS Safety Group, supported by the Group Safety team, convened a series of roundtable discussions with operational colleagues, starting in May 2025 at the Women's Group Senior Leaders meeting, to understand how to tailor and prioritise the central safety support offer to reduce violence and self-harm in the women's estate. Promising practice examples were shared at these discussions and will be disseminated in a slide pack with the findings of the roundtable discussions for the consideration of the Women's Estate PGD. The Safety Group now chairs a monthly working group to coordinate operational support with colleagues from across HQ, including the Directorate of Security, Drug and Alcohol Group and the Young Adult team. NHSE have developed 'The Use of Force: Healthcare Roles and Responsibilities Framework'. This is now communicated and on the Futures NHS portal so available for all staff to use. HMPPS have been working with NHSE to support the development of this framework.</p>	HMPPS National Safety Group	Completed
	<p>The National Safety Group have provided written clarification on the expectations of staff during constant supervision duties, to emphasise the need for this to be a supportive interaction.</p>	Deputy Director, Women's Group	Completed
	<p>All Governors have been instructed to ensure that alternative clothing is not pre-determined in any written or other plan</p>	Deputy Director, Women's Group	Completed
	<p>The first cross-organisational workstream meeting was held 29 April 2025 and the Working Group is still operating. While the</p>	Deputy Director, Women's Group	Completed



		cross-organisational workstream has been set up, further work is required under business-as-usual arrangements.		
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