



HM Prison &
Probation Service

Action Plan: HMP/YOI Foston Hall.

Action Plan Submitted: 19th May 2025.

A Response to the HMIP Inspection: 13th – 30th January 2025.

Report Published: 28 April 2025.

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: HMCIP REPORT

ESTABLISHMENT: HMP/YOI FOSTON HALL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1.	Relationships between staff and women were too inconsistent, a feature of the considerable inexperience among the staff group.	<p>Any reported professional standards will be highlighted with line managers in the first instance. Where there are repeated concerns, HMP/YOI Foston Hall will address these through challenge conversations and performance management.</p> <p>Training is being developed for Keyworkers to refresh their skills in order to support better relationships.</p> <p>The local Women's Estate Psychology Services (WEPS) team are renewing the establishment's Rehabilitation Culture Strategy.</p> <p>The New Colleague Mentor is continuing to support newly appointed colleagues and those in their early years.</p>	<p>Governor</p> <p>Governor</p> <p>WEPS</p> <p>Governor</p>	<p>July 2025</p> <p>December 2025</p> <p>December 2025</p> <p>Complete</p>
2.	Drugs were too easily available and the prison lacked a body scanner and	The establishment's security objectives will include access to and ingress of illicit items. All intelligence will	Governor	Complete



	enhanced gate security to prevent illicit substances from being smuggled into the prison.	<p>be analysed with appropriate actions taken. Local Threat Assessment (LTA) will include briefings for those prisoners of interest.</p> <p>HMP/YOI Foston Hall will develop a robust ingress action plan that will be responsive to current intelligence. HMP/YOI Foston Hall will work closely with the East Midlands Dog Section and East Midlands Dedicated Search Team to respond to emerging intelligence.</p>	Governor	July 2025.
3.	The paper-based applications system did not work. It was needlessly difficult for women to get simple things done.	<p>HMP/YOI Foston Hall will review and replace the current application arrangements in consultation with the women.</p> <p>A quality assurance process will be implemented to accurately assess the timeliness of responses to applications and monitor improvements.</p>	<p>Governor</p> <p>Governor</p>	<p>October 2025</p> <p>October 2025</p>
4.	Clinical governance arrangements had not identified weaknesses in primary health care and medicines management, which created a risk to patient safety.	<p>A review of the local healthcare service governance meeting structure will commence, and monthly compliance audits will be completed.</p> <p>A comprehensive review of the healthcare risk register has taken place which was discussed at the contract review meeting.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>May 2025</p> <p>Complete</p>



		<p>The regional Patient Safety Incident Review Group (PSIRG) will support in identifying trends and escalation of risk in medication management, the regional pharmacy technician will provide support and guidance for the team.</p> <p>A business case will be prepared for submission to NHS England commissioners to include a clinical Pharmacist.</p> <p>A review of SystmOne reporting mechanism has taken place to ensure all Long-Term Condition Care Plans are included.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>July 2025</p> <p>June 2025</p> <p>Complete</p>
5.	The curriculum for education, skills and work did not meet the needs of the population. It did not align with local and national employment opportunities to ensure clear and appropriate pathways into employment or education.	<p>HMP/YOI Foston Hall will commence a thorough needs analysis to identify employment opportunities.</p> <p>A curriculum plan will be devised based on the recommendations of the needs analysis and the Annual Delivery Plan will be written to reflect the need of the current population, funding permitting.</p> <p>A curriculum is being delivered that supports women to learn and progress from entry levels, through levels 1 and 2 and into further education.</p>	<p>Governor & People Plus.</p> <p>Governor & People Plus.</p> <p>People Plus</p>	<p>July 2025</p> <p>October 2025</p> <p>Complete</p>



	<p>Comprehensive, progressive career pathways, which are linked to external employment opportunities upon release, will be embedded fully.</p> <p>The Head of Education Skills Workshop (HoESW) and Head of Residential will work collaboratively to ensure wing workers are effectively engaged in their jobs through the upskilling of staff and creation of cleaning teams.</p> <p>A cleaning Academy will be developed at HMP/YOI Foston Hall to develop wing cleaners and supervisors supporting employment on release opportunities.</p> <p>The Industries Manager / Physical Exercise Instructors will work with New Futures Network and the Prison Employment Lead (PEL) to support HMP/YOI Foston Hall's industry specific employment opportunities.</p> <p>Peer mentoring opportunities will be developed through introduction of advisor courses delivered by St Giles Trust and Careers Information Advice Guidance (CIAG) providers.</p> <p>HMP/YOI Foston Hall will have a smart works mentor to support women for work readiness</p>	<p>Governor & People Plus</p> <p>Governor & People Plus</p> <p>Governor</p> <p>Governor</p> <p>Governor, St Giles and Career Connect</p> <p>Governor</p>	<p>June 2025</p> <p>June 2025</p> <p>September 2025</p> <p>September 2025</p> <p>August 2025</p> <p>June 2025</p>
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		New warehousing opportunities will be introduced through pick and pack work and street light recycling with employment opportunities developed.	Governor	July 2025
		Opportunities to broaden the range and depth of qualifications in industries will be explored and implemented where facilities permit.	Governor	September 2025
		The PEL will monitor and analyse monthly employment data to identify employment opportunities.	Governor	June 2025
6.	There was not enough support for the increasing number of women who were remanded or recalled. They often had nothing constructive to do.	<p>HMP/YOI Foston Hall has introduced a questionnaire for all Fixed Term Recalls (FTR) to complete with the resettlement peer mentors. Analysis of this information will support referrals to the correct departments.</p> <p>Where Basic Custody Screening Tool (BCST) cannot be completed due to time constraints a FTR checklist will be utilised to support referrals to the relevant departments as well as ensuring it has been embedded in.</p> <p>The Early Days Team will complete a relaunch of referrals for Family and Significant Others Domestic Violence and Sexual Violence on initial reception.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>August 2025</p> <p>July 2025</p>



		The establishment will embed Commissioned Rehabilitative Services (CRS), Changing Lives remand function to ensure support is relevant and effective.	Governor	October 2025
		Quarterly contract review meetings will be scheduled for the CRS to give assurance that the prisoners are getting the best possible service offer.	Governor	July 2025
		The establishment will explore the role of a resettlement officer to identify and instigate the support needed for our increasing remand and recall population.	Governor	October 2025
		The establishment has introduced Education, Skills, Work & Activity and Reducing Reoffending Peer Mentors to support the remanded and recalled prisoners.	Governor	Complete
		HMP/YOI Foston Hall operate an “opt out” of activity for remanded prisoners and reviews are conducted weekly via the Activities Board. Allocations processes have improved to ensure that those prisoners who are remanded or recalled have more timely access to work or education. The education offer includes a Progression Course, which is accessible on a roll on roll off course, and various short course.	Governor	Complete



		HMP/YOI Foston Hall will offer compressed learning in English and Maths for both groups and those on short sentences.	People Plus	October 2025
Key Concerns				
7.	Outcomes in segregation, health care and education were all affected by poor standards in, and the general age and decay of, the built environment.	<p>HMP/YOI Foston Hall will submit bids to improve the fabric of these buildings.</p> <p>Clean Rehabilitative Enabling and Decent will be reintroduced within the establishment to maintain the cosmetic standards of all prisoner areas.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2025</p> <p>July 2025</p>
8.	The rate of violence and anti-social behaviour was high.	<p>All adjudications involving violence will be monitored monthly. The data produced will formulate direct actions to reduce violent incidents. The findings will be discussed at the weekly Safety Intervention Meetings chaired by the Head of Safety.</p> <p>HMP/YOI Foston Hall will continue to offer support and training to staff to understand the benefits of Challenge Support Intervention Plans so that they are able to use these tools in an effective manner. This will enable individualised support for the complex prisoners in our care being provided.</p>	<p>Governor</p> <p>Governor</p>	<p>July 2025</p> <p>July 2025</p>



	HMP/YOI Foston Hall will endeavour to provide effective case management processes that identify and minimise risk, ensuring women's individual needs are met.	Governor	August 2025
	Prisoners will be encouraged to participate in meaningful and purposeful regimes and with peer support to develop a sense of community within the prison.	Governor	May 2025
	Prisoners' positive behaviour will be encouraged, and a reward scheme will be implemented where positive and supportive behaviour is acknowledged and supported, not just with staff, but most importantly the prisoners, who may not previously have had reward for positive behaviour.	Governor	July 2025
	HMP/YOI Foston Hall will relaunch the Healthy Culture Strategy, which will encourage prisoners to have positive and healthy relationships with each other and staff to develop a sense of community.	Governor	May 2025
	A policy in relation to Offence Related Bullying will be developed and implemented.	Governor	August 2025
	A focus on reducing violence with emphasis on the Safety Summit recommendations and the findings from the Debt Research conducted by Dr Kate Gooch will continue.	Governor	July 2025



		Implement Incentivised wing-based competitions relating to violence.	Governor	June 2025
9.	More than half of patients requiring transfer to hospital under the Mental Health Act waited over 28 days. These acutely unwell women were usually held in the segregation unit, which was not fair on them or the staff. A few experienced degrading conditions.	<p>The Mental Health Bill, currently going through Parliament, sets out vital reforms to support people with severe mental illness in the criminal justice system. This includes a new statutory time limit of 28-days for transfers from prison and other places of detention to hospital, which together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.</p> <p>The MoJ will be working with partners to create an implementation plan which sets out the operational changes which will be necessary to fulfil our commitment to commencing this reform 18-24 months post Royal Assent</p> <p>The MoJ are also working closely with our health and justice partners to drive forward work to introduce a non-statutory independent role designed to improve oversight and monitor delivery of the 28-day time limit.</p> <p>An escalation process is in place, weekly meetings with NHS England provide the platform for clinical case discussion and escalation.</p>	<p>Offender Health, MoJ.</p> <p>Offender Health, MoJ.</p> <p>Offender Health, MoJ</p> <p>Practice Plus Group</p>	<p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Complete</p>



		A log of cases is maintained and escalated by HMP/YOI Foston Hall to NHS England commissioners at contract review meetings.	Governor Practice Plus Group	Complete
		Close partnership working with the mental health team, prison partners, commissioners and external agencies will continue. Multi Professionals Complex Case Conference (which take place as and when required) will be the platform for multi-agency care planning of the acutely unwell patients awaiting secure hospital placement.	Governor Practice Plus Group	Complete
		A business case will be submitted to NHS England commissioners to increase the mental health team staffing resource.	Governor Practice Plus Group	June 2025
		The Enhanced Support Service (ESS, which is part of the Offender Personality Disorder OPD service) senior mental health clinician and the mental health manager will deliver training to prison staff, supporting the management of patients presenting with complex mental illness.	Practice Plus Group & Birmingham & Solihull NHS Partnership Trust	November 2025
		The ESS team will facilitate supervision to support all staff managing patients presenting with complex mental illness.	Birmingham & Solihull NHS Partnership Trust	November 2025



10.	Some prisoners with protected characteristics experienced worse outcomes, and this was not always properly explored or rectified. Some needs, particularly among disabled women and foreign national prisoners, went unmet.	Protected Characteristic (PC) Leads will explore all data for their strand, where disproportionality is evidenced, this will be added to the Equalities Action Plan and monitored through the Equalities Meeting, which is chaired by Head of Safer Prisons, Admissions and Equalities.	Governor	May 2025
		All PC forums will be monitored by the Deputy Governor for both quality and regularity to equip the prison to better understand negative perceptions of PC groups.	Governor	May 2025
		Equalities will be a standing agenda item for all meetings – any issues that are identified will be escalated with the relevant PC Lead.	Governor	May 2025
		HMP/YOI Foston Hall has appointed a Prison Offender Manager who will support foreign national prisoners.	Governor	Complete
		The PC Lead for women with disabilities will commence quarterly forums at HMP/YOI Foston Hall.	Governor	May 2025
		A limited outreach service has commenced in education enabling those individuals with limited mobility to access education.	Governor	Complete



11.	<p>Women did not get effective, ongoing information, advice and guidance to direct them to the most appropriate learning and work activities. They did not receive appropriate careers advice and guidance to help them make informed choices and succeed on release.</p>	<p>The Careers Information, Advice and Guidance (CIAG) contracts have been awarded to a new provider and have commenced in April 2025.</p>	Governor and Career Connect.	Complete
		<p>Additional staffing will be introduced to help clear the backlog of Digital Personal Learning Plans (DPLPs), introduce timely reviews and pre-release sessions.</p>	Career Connect	July 2025
		<p>The new CIAG provider will review plans and conduct release planning activities to improve employment opportunities and identify career goals and review progress.</p>	Career Connect	August 2025
		<p>The CIAG practitioner will identify pathways and agree specific short and long-term SMART goals with prisoners and share this information with education, skills and work areas and wider prison staff through the Learning and Work Progress reports.</p>	Career Connect	August 2025
		<p>The CIAG provider will attend the weekly activities board meeting to support allocations to appropriate work and education which will support progression.</p>	Career Connect.	June 2025
		<p>The HoESW will quality assure 10% of DPLPs to ensure development targets and goals set are individualised and effective in their allocation of work pathways for prisoners.</p>	Governor	May 2025



		Individual feedback will be provided to the CIAG team member completing the DPLP, with assurance audits monitored at the monthly Quality Improvement Group (QIG) for monitoring of improvements.	Governor	May 2025
12.	The reading strategy did not meet the needs of emerging readers.	<p>HMP/YOI Foston Hall has introduced a Reading Strategy as well as a one-page easy read, including a briefing for all staff.</p> <p>A timely review into the establishment's Reading Strategy, its implementation and impact across the prison, will be conducted including expanding provision in industries and work areas.</p> <p>The new Reading Specialist has been appointed through the Dynamic Purchasing System and is supporting emerging readers individually and in small reading groups.</p> <p>The prison will introduce laptops to enable access to phonics / reading packages for low-level readers. Peer support delivery will be reviewed.</p> <p>A Reading Strategy Group will be established to monitor progress of the Reading Strategy against actions and outcomes – this will also be monitored through the Quality Improvement Group (QIG).</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>June 2025</p> <p>Complete</p> <p>June 2025</p> <p>June 2025</p>



		The Neurodiversity Support Manager will liaise with the education department to ensure additional learning support is provided for individuals who are identified and assessed as needing further support and/or reasonable adjustments. Notes will be recorded on the Digital Prison System to ensure they are accessible prison wide.	Governor and People Plus.	July 2025
		To promote the above a series of reader development activities will be planned quarterly across the prison, education and the library.	Governor and People Plus	June 2025
13.	There was not a personal development curriculum that ensured women could keep themselves mentally and physically healthy and protect themselves from radicalisation and extremist views.	The Head of Education, Skills and Work will ensure that Fundamental British Values sessions increase their profile within the prison to tackle radicalisation and extremism building on good practice seen in some work areas.	Governor & People Plus	September 2025
		A wider variety of courses will be delivered to the women to support personal development including parenting courses and financial support.	Governor	September 2025
		A joint project will be completed with education providers People Plus raising awareness and deepening understanding around Radicalisation and the British values for both staff and prisoners.	Governor and People Plus.	October 2025



		Impact of personal development journeys will be evaluated through prisoner voice.	Governor & People Plus.	October 2025
14.	Support on the day of release was weak. The departure lounge was underdeveloped, and Through the Gate support was inconsistent. Women were directed to a bus stop on the dual carriageway, which was uncaring.	HMP/YOI Foston Hall will introduce resettlement peer mentor support in the departure lounge through Release on Temporary Licence.	Governor	July 2025
		The departure lounge will be resourced consistently in the mornings to offer those prisoners released support prior to their onward journey. This support will include support from community volunteers.	Governor	August 2025
		An additional works request will be submitted for a phone line and Wi-Fi in the departure lounge so access to supportive websites can be obtained, and to improve communication to those being released and the service providers.	Governor	August 2025
		The prison will improve provisions given to those released to support them on their onward journey. For example, clothes, toiletries, food vouchers, through donations, funding, charities etc.	Governor	November 2025
		The prison will increase the amount of supportive gate pick-ups through CRS providers, commissioned services and Sex Workers In Prison (SWIP) teams and record this in the departure lounge database to enable analysis of implementation.	Governor	November 2025



		<p>HMP/YOI Foston Hall will consider the provision of transport from the prison to main transport centres and explore the use of a minibus for anyone who wishes to travel to the local train station to negate the need for the local bus stop.</p>	Governor	December 2025
		<p>The establishment will introduce a 'pre-release week' timetable to ensure those being released are supported on both the day of release and the weeks ahead.</p>	Governor	December 2025
		<p>All establishment functions will improve on the timeliness of releases. Quality assurance of the release process will be introduced, which will be discussed at the reducing reoffending meeting, chaired by the Head of Reducing Reoffending.</p>	Governor	July 2025

