



HM Prison &
Probation Service

Action Plan: HMP Fosse Way

Action Plan Submitted: 01 July 2025

A Response to the HMIP Inspection: 10 – 20 March 2025

Report Published: 09 June 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: HMIP REPORT

ESTABLISHMENT: HMP FOSSE WAY

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	High levels of violence made prisoners feel unsafe. Leaders had not done enough to encourage good prisoner behaviour or promote the benefits of engaging positively with the regime.	<p>HMP Fosse Way will aim to reduce violence and incentivise positive behaviour by:</p> <ul style="list-style-type: none"> The Head of Safer Custody (HoSC) will review and relaunch a revised Violence Reduction (VR) strategy, that will be data driven to identify and address the causes and drivers of violence, ensuring it addresses all aspects of behaviour management and that responses to violence are coordinated and effective. The Head of Residence (HoR) will review and publish the Incentives Policy (IP) scheme, then launch and embed a Community Rewards and Incentives Scheme (CRIS) across all residential units. This will focus on improving behaviour by encouraging prisoners to engage positively with the prison regime and purposeful activity, whilst rewarding communities where no acts of violence take place. Residential managers will upskill and support Prison Custody Officers (PCO) in enforcing standards of behaviour in line with the IP scheme. (See concern 6 for further support measures). The HoSC will review the effectiveness of Challenge, Intervention and Support Plans (CSIP), to ensure all staff understand the purpose of the plans and how they can be used to improve behaviour. The review will also ensure that prisoners supported by the CSIP process are incorporated into key worker sessions/discussions. Reviewing and improving oversight of the adjudication and segregation processes, including the quality assurance of hearings, backlogs, data 	Director	<p>October 2025</p> <p>October 2025</p> <p>October 2025</p> <p>September 2025</p> <p>December 2025</p>



		<p>analysis, referrals to the police and authorisations at the quarterly Segregation Monitoring and Review Group (SMARG) meeting, where appropriate time bound actions will be generated to drive improvements.</p> <ul style="list-style-type: none"> • Introducing a weekly Multi-Disciplinary Meeting to review the prisoner population in the Care and Separation Unit, to better inform the reintegration of violent prisoners. • Implementing an accommodation strategy to enable prisoners who feel unsafe to reside in quieter house blocks. • The HoSC will use data to inform the weekly stability meeting of identified violence hot spots, to allow targeted staffing at key times of the day. • Ensuring the safety team collate and review all data relating to violence, including intelligence from investigations, to improve the understanding of causes and drivers of violence, for discussion at the monthly multi-disciplinary Safety Committee meeting, where appropriate actions to reduce violence will be generated and added to the consolidated safety action plan. The timescales, effectiveness and impact of all the actions will be monitored at the meeting. 		<p>August 2025</p> <p>Complete</p> <p>Complete</p> <p>August 2025</p>
2	<p>Illicit drugs were widely available. The mandatory drug test rate for the past 12 months was among the highest of all category C prisons. Leaders focused on reducing the supply of drugs but had not done enough to reduce demand or provide adequate support for prisoners engaged in substance misuse.</p>	<p>HMP Fosse Way, HMPPS and the health provider (Practice Plus Group) will aim to reduce the availability of drugs and support those using illicit substances by:</p> <ul style="list-style-type: none"> • Reviewing the Drug Strategy in conjunction with the health provider to ensure it fully aligns with current delivery and regimes. • Collaborative working between the prison and the health provider to develop a Demand Reduction Pathway that sets out a prison-wide approach to reducing the demand for illicit substances. • The Drugs Strategy Lead (DSL) and the health provider will ensure strategic oversight and attendance at the monthly drug strategy meeting, where data, trends and common themes will be discussed that generate actions to support the effectiveness of the Drug Strategy. 	<p>Director/ Health Provider</p> <p>Director/ Health Provider</p> <p>Director Health Provider</p>	<p>January 2026</p> <p>January 2026</p> <p>January 2026</p>



		<ul style="list-style-type: none"> HMP Fosse Way will introduce an Incentivised Substance Free Living Unit (ISFL) in line with the expansion of the prison. Serco will continually review the physical infrastructure and identify opportunities to improve the overall security of the establishment to address possible ingress routes. The new health provider will ensure the recruitment of staff for the psychosocial and clinical vacancies to improve the delivery of services at the prison, allowing the Substance Misuse Services (SMS) team to increase provision, services and support for prisoners on their caseloads. The new health provider will ensure all new arrivals are seen during induction by the SMS team, to offer support and signpost them to drug misuse services. Providing additional group room space to the health provider, specifically to deliver recovery and abstinence-based programmes. Any concerns around SMS delivery will be raised at the monthly Local Delivery Board meeting. 	<p>Director</p> <p>Director</p> <p>Health Provider</p> <p>Health Provider</p> <p>Director</p> <p>Director/ Health Provider</p>	<p>September 2025</p> <p>March 2026</p> <p>November 2025</p> <p>September 2025</p> <p>Complete</p> <p>Complete</p>
3	Prison offender managers (POMs) lacked meaningful contact with prisoners.	<p>The Head of Reducing Reoffending (HoRR) will improve the opportunities for prisoners to meet face to face with their Prison Offender Managers (POM) by:</p> <ul style="list-style-type: none"> Recruiting and training an additional four POM, with additional work underway to increase this number further with the commissioning of the new residential accommodation (Houseblock H). This will allow HMP Fosse Way and POMs to: <ol style="list-style-type: none"> Ensure all prisoners have an up-to-date sentence plan completed in line with National Standards and timeframes. Reduce POM caseloads. Increase effective POM contact with prisoners and structured one-to-one risk-focused work. Improve response times to prisoner enquiries. 	Director	December 2025



		<p>Additionally, to improve oversight of work to reduce reoffending and prepare prisoners for release the HoRR will:</p> <ul style="list-style-type: none"> • Rolling out a revised Key Worker Strategy and action plan that will include the upskilling and development of staff groups involved in Offender Management in Custody and Keyworker strategies. • The monthly Reducing Reoffending (RR) meeting will monitor and track progress of sentence planning offending behaviour related work, utilising data, ensuring the prison is providing the necessary support to allow prisoners to progress with their sentences. 	Director	December 2025
4	<p>There was high use of PAVA incapacitant spray and batons. Some staff did not do enough to de-escalate incidents, and these methods were not always used as a last resort.</p>	<p>The Use of Force Lead will improve the governance and oversight of PAVA (a chemical incapacitant) and Batons processes by:</p> <ul style="list-style-type: none"> • Reviewing and triaging all Use of Force (UoF) incidents involving PAVA and Batons by the UoF Lead. Incidents of concern will be escalated to the Deputy Director for review. Additionally, incidents involving the use of PAVA or batons will also be reviewed at the monthly UoF meeting. • Developing and upskilling all Custodial Operational Managers by delivery of Incident Management training, supported by additional input from HMPPS specialist colleagues. • Providing learning and feedback to line managers and individuals from UoF reviews, where identified concerns relating to de-escalation could have been used more effectively prior to resorting to the use of PAVA. • The UoF Lead will issue prison wide communications, focusing on the use of Body Worn Video Cameras (BWVC), in accordance with the HMPPS BWVC Policy Framework. • The UoF meeting chaired by the Director/Deputy Director will embed a multi-disciplinary attendance, that includes Senior Leaders, as well as other interested parties. Incidents of UoF will be reviewed to provide a forum for more detailed analysis of the data, to ensure any trends or patterns are 	Director	<p>Complete</p> <p>August 2025</p> <p>September 2025</p> <p>September 2025</p> <p>Complete</p>



		highlighted and given an appropriate action. Minutes and an action log will be produced.		
	Key concerns			
5	Leaders did not always use data effectively to inform their strategies and action plans to improve outcomes in work to ensure fair treatment for prisoners and preparation for release.	<p>HMP Fosse Way will ensure data is used effectively to inform strategies and action plans that improve outcomes and prepare prisoners for release by:</p> <ul style="list-style-type: none"> • Reviewing the weekly performance meeting, to ensure that data and statistics are prisoner-focussed to drive improved outcomes for the population. • Conducting a full prisoner needs analysis by the end of September 2025, with specific focus around Reducing Reoffending (RR) pathways, to ensure services and direction of travel meet the needs of the current population. This will then be conducted annually moving forwards. • Utilising all available data, including the latest prisoner needs analysis, to develop a long-term RR action plan to deliver strategic aims. • The RR meeting will monitor and track progress for sentence planning offending behaviour related work, utilising available data, ensuring the prison is providing the necessary support to allow all prisoners to progress with their sentences. 	Director	<p>Complete</p> <p>October 2025</p> <p>October 2025</p> <p>October 2025</p>
6	The relatively new workforce meant there were gaps in staff competency across several disciplines. Middle and functional leaders were not sufficiently visible on	<p>HMP Fosse Way will improve staff competence and support from leaders by:</p> <ul style="list-style-type: none"> • Introducing a recruitment and retention strategy to develop and retain staff to support effective delivery of custodial services. • Reviewing the PCO Initial Training Course programme for its effectiveness and suitability, whilst ensuring nuances specific to HMP Fosse Way are considered. • Introducing a Senior Officer role across residential units, to support and build a layer of resilience between the PCO and Custodial Operational Managers grade. 	Director	<p>October 2025</p> <p>Complete</p> <p>September 2025</p>



	residential units to upskill and support staff.	<ul style="list-style-type: none"> • Mandating PCO and Custodial Operational Managers portfolios for all operational staff, requiring a demonstration of applied learning within the workspace to improve confidence and capability. • Introducing a formal Staff Rotation Policy to ensure a spread of experience and capability across residential units. • The HoR will introduce, as part of handovers and briefings, reminders of the expected standards of prisoners, how to challenge poor behaviour and rule breaking, along with the importance of recording positive behaviour. • Custodial Operational Managers will conduct daily observations at key points in the core day, such as main movements, association periods and the serving of meals, to support staff in challenging negative behaviour. • Providing a single point of contact, an experienced PCO, for each new PCO following their graduation. A Development and Support Officer (DaSO) will also be assigned following graduation. The DaSO will receive feedback from the PCO and support the completion of new PCO portfolios. 		<p>Complete</p> <p>October 2025</p> <p>October 2025</p> <p>July 2025</p> <p>October 2025</p>
7	Reception interviews with new arrivals did not consistently explore risk factors, and concerns highlighted were not always followed up.	<p>The HoSC will improve the reception interview process by:</p> <ul style="list-style-type: none"> • Commissioning a full “Bus to Bed” review of Early Days processes by the Serco pan-custodial Safety Lead, ensuring key touch points such as the reception interview fully explore all risk factors and address and fully explore any identified concerns. • The HoSC will introduce weekly management checks following the review, ensuring staff have sufficient time to complete initial reception interviews without being rushed, and all concerns are addressed/signposted. Any identified issues will be raised at the performance meeting. 	Director	September 2025
8	The Listener service was underused and underpromoted. Listeners did not feel	<p>The HoSC will improve and promote access to the Listener service by:</p> <ul style="list-style-type: none"> • Advertising the availability and methods to access Listener support whilst at HMP Fosse Way, via in-cell technology and wing notice boards. 	Director	July 2025



	supported or enabled to fulfil the requirements of their role in providing confidential emotional support to fellow prisoners in times of crisis.	<ul style="list-style-type: none"> Improving the amount of accessible key information available in reception waiting areas for new admissions, including information about the listener service and how to access it, to relieve anxiety. Ensuring Reception Peer Workers provide information about the Listener service, identifying any immediate risks. Advertising the available digital support systems via the prisoner in-cell technology system, such as text-based emotional and wellbeing support via the SHOUT application, that can provide additional support prisoners in crisis. Providing all prisoners with a monthly peer-led welfare call to signpost those requiring/requesting support. 		
9	<p>Patients waited too long to access some health care pathways.</p> <p>In particular, the lack of staff to escort prisoners often led to delays in attending outside hospitals appointments.</p>	<p>HMP Fosse and Practice Plus Group (PPG) will improve health outcomes by:</p> <ul style="list-style-type: none"> The health provider will review opportunities to increase the level of visiting services available at HMP Fosse Way, to potentially reduce the requirement of hospital escorts. Improving and aligning oversight of governance processes by introducing a single comprehensive risk register, supported by an action plan to manage the risk. Mitigating/responding to immediate risks by implementing a tri-age system to prioritise access to services. Recruitment to fill all health-related vacancies to increase the availability and access to pathways, along with reducing waiting times to access them. The health provider will work collaboratively with the Director to explore ways to reduce the high number of 'Do Not Attends' for internal appointments, to maximise the use of available appointments. <p>HMP Fosse Way will ensure they facilitate their contracted hospital escorts requirement by:</p>	<p>Health Provider</p> <p>Health Provider</p> <p>Health Provider Health Provider</p> <p>Health Provider/ Director</p> <p>Director</p>	<p>September 2025</p> <p>Complete</p> <p>Complete</p> <p>December 2025</p> <p>September 2025</p> <p>September 2025</p>



		<ul style="list-style-type: none"> • Reviewing the Regime Management Plan to ensure it is consistently utilised to meet the agreed profiled escorts requirement, currently 7, increasing to 8 when the new houseblock opens. • Only cancelling and/or re-arranging external hospital appointments as a last resort, following a clinically led consultative approach with the health provider to prioritise urgent appointments. 		
10	Patients waited too long for assessment and transfer to a secure hospital bed under the Mental Health Act.	<p>NHS England Health and Justice Midlands Teams will work in partnership to ensure prisoners requiring a transfer under the Mental Health Act are moved in a timely manner by:</p> <ul style="list-style-type: none"> • Responsibility for the commissioning of secure mental health beds rests with Mental Health Provider Collaboratives in each region. NHS England will continue to escalate to them the demands for places within the prison population. • NHS England Health and Justice Midlands Teams continue to maintain oversight of long waits and access to secure inpatient treatment in a mental health hospital. Delays have been escalated to the Provider Collaboratives and MH Specialised Commissioners both regionally and nationally, given this is a widespread issue. • Fortnightly multi-agency calls are held and chaired by NHS England Health and Justice Midlands Team to support prioritisation of patients and expedite transfers. • A national data exercise is underway to determine the scale of demand and waiting times for all patients. Once completed, further delivery actions can then be agreed. <p>Locally, HMP Fosse Way and PPG will support those awaiting transfer by:</p> <ul style="list-style-type: none"> • Prisoners held in segregation awaiting a Mental Health (MH) transfer have daily visits by the duty director and weekly visits by either the Director or 	<p>NHSE commissioners</p> <p>Director</p>	<p>Ongoing</p> <p>Complete</p>



		<p>Deputy Director. These prisoners are discussed at the weekly Safety Intervention Meeting (SIM) where all partners help to plan the best possible outcomes and support for this cohort until transferred.</p> <ul style="list-style-type: none"> Prisoners awaiting MH transfer on normal location are managed and discussed at the SIM, this ensures that any regression with wellbeing can be addressed urgently. 		Complete
11	Too many prisoner wing workers were underemployed.	<p>The Head of Education, Skills and Work (HoESW) and the Education Provider (Milton Keynes College) will improve the employment/workload of wing workers by:</p> <ul style="list-style-type: none"> The HoESW will conduct a review of available off-wing activity places to ensure all available opportunities are maximised, to reduce the number of on-wing workers to ensure there is sufficient work for those employed on the wings. Improving the on-wing work offer, including the introduction of cleaning schedules, to increase and govern the amount of work available to improve behaviours and attitudes towards work. Supervision and oversight of on-wing workers will be by the newly introduced residential Senior Officers. 	Director/ Education Provider	<p>January 2026</p> <p>Complete</p> <p>October 2025</p>
12	Attendance at education was not good enough.	<p>HMP Fosse Way will improve attendance at education by:</p> <ul style="list-style-type: none"> Sharing a daily overview of prisoner activity attendance with all key stakeholders, with a full review and analysis on a weekly basis at the Performance Meeting to identify opportunities for improvement. Introducing an incentive-based approach via CRIS, to motivate and drive prisoner attendance to Education (See concern 1). Reviewing the pay policy to ensure wages received for attending Education are equitable and rewarding. 	Director/ Education Provider	<p>Complete</p> <p>October 2025</p> <p>Complete</p>



		<ul style="list-style-type: none"> Review the purposeful activity strategy to improve classroom efficiency and attendance, in conjunction with the other measures being introduced, to drive and improve attendance. Attendance will also be monitored and tracked at the monthly Quality Efficiency Framework meeting, where actions can be raised to identify and address any barriers to attendance. 		<p>October 2025</p> <p>December 2025</p>
13	Pass rates in English and mathematics qualifications were too low.	<p>The HoESW and the Education Provider will improve pass rates for English and mathematics by:</p> <ul style="list-style-type: none"> Introducing a quality and performance review schedule of all education-based interventions, to support a more robust and consistent evaluation of teaching, alongside a quality calendar for teaching observations and learning walks that will identify areas for improvement and Continual Professional Development (CPD) for staff, including appropriate feedback to improve the quality of teaching. Improving how teachers contextualise the curriculum for English and mathematics, including helping prisoners to understand how newly acquired skills in these subjects might apply at home or in the workplace, as part of teachers CPD. Completing monthly Learning Walks by leaders who will provide timely feedback to assist teachers' development, recorded in their CPD plans. The HoESW and the Learning and Skills Manager will complete monthly Quality Assurance checks of education delivery as part of the quality calendar and quality cycle. Introduce an incentive-based approach via CRIS to motivate and drive prisoner performance at Education 	Director/ Education Provider	September 2025

