



HM Prison &
Probation Service

Action Plan: HMP Featherstone

Action Plan Submitted: 3 February 2026

A Response to the HMIP Inspection: 23 September – 9 October 2025

Report Published: 12 January 2026

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

ESTABLISHMENT: HMP FEATHERSTONE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsibl e Owner	5. Target Date
Priority Concerns				
1.	Drugs were readily available, as evidenced by the very high random mandatory testing rate.	<p>HMP Featherstone will aim to reduce the availability of drugs across site by:</p> <ul style="list-style-type: none"> • Submitting bids to address poor CCTV coverage around the site perimeter and install additional CCTV in areas most affected by drone activity to help support reducing ingress. Physical infrastructure work will be dependent on national estates funding and will need to be factored into the 2026/2027 financial year with bids submitted in advance. • Undertake a prison re-profiling exercise to address gaps in staff coverage through Enhanced Gate Security to ensure that we can consistently search all staff and visitors the prison. • HMP Featherstone will invest in the upskilling of all operational staff by undertaking staff searching exercises through the utilisation of staff with a specialism in this area training others. This will improve staff capabilities across the site. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2026</p> <p>April 2026</p> <p>December 2026</p>



		<ul style="list-style-type: none"> • HMP Featherstone have implemented a weekly Under the Influence (UTI) action planning meeting to drive improvements in both supporting prisoners and reducing supply. Through this meeting, actions are set to stakeholders to support the improvement of physical infrastructure, disruption of prisoners involved in supply and support for those who are regularly under the influence. • Utilise local industries provision to make adaptations to cell and wing association room windows by installing window grills and restriction bars to limit overall supply routes, including drones. • Submit bids to allow full replacement of in-cell windows and to install sealed windows. • A further six staff will be trained to undertake Mandatory Drug Testing (MDT) processes to enable more suspicion testing to take place to act as a deterrent against taking illicit substances. 	Governor	Complete
			Governor	December 2026
			Governor	April 2026
			Governor	June 2026
2.	<p>The rate of self-inflicted deaths was the 10th highest of all adult male prisons.</p> <p>Leaders had been too slow in identifying and implementing learning from fatal incidents and serious incidents of self-harm. The range of support for those at risk was underdeveloped.</p>	<p>HMP Featherstone will aim to reduce the levels of self-harm and implement learning from fatal incidents by:</p> <ul style="list-style-type: none"> • The prison has introduced a long-term and consistent process for quality assuring and monitoring progress against Prison and Probation Ombudsman (PPO) actions. This forms part of the standing agenda on the monthly Safer Custody Meeting to ensure progress is made and processes continually adhered to. 	Governor	Complete



		<ul style="list-style-type: none"> • To ensure there is consistent, multi-disciplinary input into the monthly Safer Custody meetings, these are now chaired by the Governing Governor or Deputy Governor and the Terms of Reference have been updated accordingly. • Develop a prison wide Safety Strategic Action Plan which incorporates both the learning from all safety reviews and the analysis of self-harm drivers, discussed through the monthly Safer Custody meeting. This will form a part of the overall Safety Strategy for the prison. • The prison has introduced a investigation process to identify lessons from serious self-harm incidents and expedite the implementation of any recommendations from them. These will be included in the wider safety action plan when developed to enable effectiveness to be reviewed • The prison has implemented a self-isolator policy across the site to ensure those identified as vulnerable are spoken to weekly with an aim to address their needs. This includes utilisation of keyworkers and weekly Senior Leadership Team checks to ensure those prisoners affected are contacted on a weekly basis. • Improve handovers of those who are the most vulnerable by implementing an Early Days in Custody (EDiC) handover process to allow for a detailed, informative handover of risk to receiving staff on Residential Units. 	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2026</p> <p>April 2026</p> <p>Complete</p> <p>June 2026</p>
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		<ul style="list-style-type: none"> A revised ACCT (assessment, care in custody and teamwork) quality assurance (QA) process has been launched sitewide to enable a weekly four tier assurance process to help improve care planning and ensure support and challenge is given to case managers. The QA process will also serve to identify whether allocation to activity is considered through case reviews. 	Governor	Complete
3.	<p>Many of the residential units were in poor condition, requiring long-term investment, renovation or replacement.</p>	<p>Several bids have been submitted for consideration. These include site wide CCTV upgrade, replacement of cell windows, roof replacement across the 1970s building area, high voltage replacement system, new gate locking and intercom systems and control room, roof replacement across industries areas, floor replacements in cellular and communal areas, refurbishment of kitchen floor and walls and replacement of the Building Management System (BMS). All requests from the establishment will be considered to make best use of that funding, focusing on risk to life and risk to capacity and decency.</p> <p>A comprehensive programme of fire safety improvements across the site is in early stages of development and is estimated to commence in October 2026. This will include site wide detection and ventilation, suppression in House Block 6/7 and segregation, emergency lighting and compartmentation.</p> <p>HMP Featherstone will aim to improve the physical conditions of residential units by:</p>	HMPPS Health and Safety, Litigation, Estates and Safety Group	October 2026



		<ul style="list-style-type: none"> • Submitting local bids for improvements to cell and association area flooring. • Complete a refurbishment of 14 cells on House Block 7 which are below the required decency standards. • Make environmental improvements to the prison by purchasing soft furnishings, undertaking re-painting programmes and replace furniture in cells subject to funding. • HMP Featherstone holds a monthly Estate Meeting where progress and delivery on improvements to residential facilities are discussed and if required, escalated to Regional Property Managers and HMPPS Estates. In addition, the morning meeting now has a standing agenda item to discuss any outstanding facilities management issues. This is to allow escalation to take place on a daily basis and maintenance issues to be addressed more timely as a result. 	Governor	April 2026
			Governor	June 2026
			Governor	December 2026
			Governor	Complete
4.	The range of vocational training was too narrow and did not provide prisoners with the skills they needed to meet their employment goals.	<p>HMP Featherstone will aim to improve the vocational training offer by:</p> <ul style="list-style-type: none"> • A full prison needs analysis will be completed to ensure that the overall prison offer meets the needs of prisoners. This will be fed through into the overall Reducing 	Governor	September 2026



		<p>Reoffending strategy and will be monitored through the monthly Quality Improvement Group (QIG).</p> <ul style="list-style-type: none"> • To assist with prisoners developing skills for release, instructors will be sequenced to become trained as a qualified assessors. This will allow for qualifications to be delivered in all workshops which will assist in preparing prisoners for release and meeting their employment goals. • The Annual Delivery Plan (ADP) will be reviewed under Prison Education Service, using local labour market information (LMI) to ensure it aligns with those areas of employment. This will include development of the DPS pipeline across the curriculum to align with the new ADP. All changes will be subject to availability of funding. • The “Working Week” initiative will be implemented by August 2026 and will both expand the range of vocational training available and improve the working culture of the prison. The roll out of additional vocational training will be fully embedded by March 2027. The gaining of an additional Supervision Officer as a part of the initiative will also enable stronger supervision and support to be introduced, enabling prisoners to gain greater skills for employment on release. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2026</p> <p>March 2026</p> <p>August 2026</p>
5.	There were significant weaknesses in public protection arrangements.	HMP Featherstone will improve weaknesses in public protection arrangements by:		



		<ul style="list-style-type: none"> - Restriction reviews will be monitored monthly through the Public Protection steering group and IRMM to ensure they are timely. - Case and Business Administrators will be upskilled to ensure that information regarding Public Protection measures is reflected on P-Nomis (the prison electronic case record system) and it is understood within the mail room and available for use and awareness of the central visits booking team. - A Notice to staff will be sent out to all operational staff detailing the process for authorising office phone calls and checks to be undertaken prior to them taking place. - The social visits folder will be updated regularly to ensure staff in this area understand the restrictions in place for prisoners. • Two members of Security staff will be trained in ViSOR (Violet and Sex Offender Register) to allow for more effective sharing of information between Security and OMU. 	Governor	June 2026
6.	Opportunities for prisoners to demonstrate a reduction in risk and progress in their sentence were	To support prisoners with demonstrating a reducing in risk and enable them to progress through their sentence, HMP Featherstone will:		



<p>insufficient. Prison offender manager contact was inconsistent in quality and frequency. There were not enough offending-related, structured one-to-one interventions or accredited programme places to meet need.</p>	<ul style="list-style-type: none"> Review the local staffing structure in the OMU department in line with additional national resource to enable more operational oversight in this area through the allocation of a Custodial Manager. Through workforce planning meetings, all vacancies will be filled promptly. This will enable the function to become more embedded sitewide and to engage more frequently with other prison stakeholders 	Governor	April 2026
	<ul style="list-style-type: none"> The prison will commence delivery of the Building Choices programme which will enable prisoner to address offence related behaviours. 	Governor	April 2026
	<ul style="list-style-type: none"> A full prison needs analysis will be completed to ensure that the overall prison offer meets the needs of prisoners. This will be fed through into the overall Reducing Reoffending strategy and will be monitored through the monthly Quality Improvement Group (QIG). 	Governor	May 2026
	<ul style="list-style-type: none"> The resource committed to the dedicated Keyworker team will be increased by two further officers to allow for more prisoners to have keyworker sessions to assist in sentence planning. 	Governor	December 2026
	<ul style="list-style-type: none"> Further training will be completed with Keyworkers and Prison Offender Managers (POM's) to develop understanding around risk and how we can further assist 	Governor	May 2026



		<p>prisoners in addressing their offending behaviour and support sentence progression.</p> <ul style="list-style-type: none"> • The prison have engaged with external partners in liaison with Practice Plus Group to commission a supportive non-accredited programme, “Bringing Hope” which directly supports prisoner wellbeing. The course recently commenced in January 2026. • POM’s will be instructed to meet with prisoners to complete both the sentence plan and OASys assessments and increase contact with prisoners. This will be monitored through the Head of Management Delivery supervision sessions and an according quality assurance sheet. This will be monitored through quarterly performance reviews with POM’s. 	Governor	Completed
			Governor	June 2026
Key Concerns				
7.	Relationships between staff and prisoners were not sufficiently positive or supportive.	<p>To improve relationships with prisoners and enable them to be more supportive, the prison will:</p> <ul style="list-style-type: none"> • Increase the resource allocated to the dedicated Keyworker group by two additional officers, to enable further interactions across the prison. • Undertake Procedural Justice and Relational Practice training with specific groups of staff through the Core Capability Package offer to improve staff/prisoner relationships. 	Governor	April 2026
			Governor	December 2026



		<ul style="list-style-type: none"> • Implement regular psychology led reflective practice in specific residential areas that have highest levels of violence, self-harm and prisoners Under the Influence. • Introduce a Rehabilitative Culture Committee that works alongside prisoner representatives to create communities in residential areas and assist in improving staff and prisoner relationships. • Visibility of middle management and the SLT will be prioritised to allow for increased assurance around staff engaging with prisoners on wings. Staff will be supported and challenged to improve through live coaching. 	Governor	June 2026
			Governor	March 2026
			Governor	March 2026
8.	Violence had increased and there were not enough incentives to motivate positive behaviour.	<p>To reduce the levels of violence within the prison, HMP Featherstone will:</p> <ul style="list-style-type: none"> • Develop a prison wide Safety Strategic Action Plan which incorporates learning from violent incidents to inform improvements in this area which will be reviewed quarterly. • Through the Safer Custody Meeting, HMP Featherstone will further analyse drivers of violence, ensuring that key themes are fed into the wider strategy for reducing violence across the prison. This will be promoted across the prison through the use of Full Staff Briefings and the 	Governor	April 2026
			Governor	April 2026



		<p>effectiveness of the strategy monitored through the monthly Safer Custody Meeting.</p> <ul style="list-style-type: none"> • The prison will review the Challenge, Support, and Intervention Plan (CSIP) processes in place to improve the quality of and case management of prisoners involved in acts of violence. This will include the upskilling of the Safety Team to better understand the setting of meaningful and measurable targets. • Review the Incentives Policy (IP) to inform clearer and more progressive pathways for engaging in positive behaviour within the prison. • Implement a Peer Supported Living Unit to enable those prisoners who require additional focus and support to be supported and aided by a prisoner with lived experience. 	Governor	June 2026
			Governor	June 2026
			Governor	June 2026
9.	Food portions were too small and meals were served too early.	<p>To improve the provision of food, the prison will:</p> <ul style="list-style-type: none"> • A review of the prison food provision will be undertaken to ensure it is in line with national policy and meets the standards required of all prisons. • Implement a later meal service time for both lunch and the evening meal. This will need to fall in line with the Core Day timings and staffing profile for these periods. 	Governor	October 2026
			Governor	March 2026



		<ul style="list-style-type: none"> • The prison will replace wing cooking equipment that is in a poor state of repair to allow prisoners to make meals in an appropriate environment. • Once the above actions have been completed, a further food survey will be disseminated to review impact and inform further onward actions where necessary. Alongside this, specific food forums will be completed 	Governor	March 2026
			Governor	June 2026
10.	<p>Day-to-day processes for prisoners to get things done were not functioning effectively. The complaints system was poorly managed and delays in application responses were a source of frustration.</p>	<p>HMP Featherstone will improve prisoners' ability to raise concerns, submit applications and access property by:</p> <ul style="list-style-type: none"> • Implementing a quarterly complaints and applications assurance meeting. This will identify themes, trends and patterns behind complaints, with effective analysis in place to support staff in identifying and addressing key areas of frustration and prisoners' representatives invited to the meeting to improve confidence. • The prison has embedded a monthly complaints quality assurance process, completed by a Senior Leader, to ensure that the quality of complaints scrutinised and staff supported and challenged to improve quality where required. • A process to track prisoner applications will be introduced which will make improvements in the timeliness of 	Governor	April 2026
			Governor	Complete
			Governor	May 2026



		<p>responses. This will be led by prisoners and QA undertaken through the newly introduced complaints and applications assurance meeting.</p> <ul style="list-style-type: none"> To improve responsiveness to prisoner property requests, any outstanding prisoner property parcels are now monitored through the daily management morning meeting. This enables effective assurance that property is being distributed in a timely fashion, with resource re-directed to this area where necessary. 	Governor	Complete
11.	<p>The oversight and coordination of social care provision was poor. There were, for example, too few adaptations for prisoners with reduced mobility.</p>	<p>To improve the oversight and co-ordination of social care, HMP Featherstone will:</p> <ul style="list-style-type: none"> Implement a process in line with the relevant Prison Service Instruction for early identification of prisoners requiring social care needs through for prisoners received into HMP Featherstone. A peer-to-peer buddy scheme has been introduced to support prisoners with social care needs. This is supported through the local Healthcare provider to ensure it is supervised an in line with policy. The local Equalities Manager now reviews all prisoners received into the prison who are subject to Personal Evacuation Plan's and ensure that their needs are reviewed on the Early Days Centre. They also assure 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>Complete</p> <p>Complete</p>



		<p>that all applicable prisoners have Regime Access Plans (RAP) in place.</p> <ul style="list-style-type: none"> All prisoners subject to social care will be discussed on the Safety Intervention Meeting to inform good governance and oversight. This will also allow for assurance that measures are in place to support and if required, highlight the need to escalate their case externally to ensure that they are housed in a prison that can support their needs. The prison will submit bids for adaptive accommodation inclusive of a new Constant Supervision cell. This will be subject to central funding availability. 	Governor	March 2026
			Governor	April 2026
12.	Leaders did not offer appropriate recognition of the skills prisoners learned in the substantial industries provision.	<p>To enable skills learned in industries provision to be recognised, HMP Featherstone will:</p> <ul style="list-style-type: none"> The prison will apply for a non-accredited Unit Award Scheme (UAS) which will allow for progression for prisoners to be recognised more formally to allow for better transition into community employment and associated skills. To assist in prisoners developing skills for release, instructors will be sequenced to become trained as a qualified assessor. This will allow for qualifications to be 	Governor	October 2026
			Governor	December 2026



		<p>delivered in all workshops which will assist in preparing prisoners for release and meeting their employment goals.</p> <ul style="list-style-type: none"> • HMP Featherstone will commence the Working Week project which will recreate a working day that is aligned to the community. The work undertaken and ethos associated with this will improve employability skills across the site. 	Governor	September 2026
13.	Attendance and punctuality at education, skills and work needed improvement, particularly in industrial workshops.	<p>To address and improve attendance and punctuality at ESW and workshops, HMP Featherstone will:</p> <ul style="list-style-type: none"> • Implement a dedicated Regimes Custodial Manager to provide operational oversight, support and challenge daily. This will include daily management and guidance of activities officers to ensure prisoners only leave work areas when necessary and return as required. • A weekly regime challenge meeting has been introduced to ensure there is detailed scrutiny over attendance data and any identified themes fed back through to Residential teams with actions and briefings put in place to assist in driving attendance to activities. • A regime review will be completed to enhance the current offer for time out of cell. Key to this will be ensuring that the agreed regime is consistent to ensure prisoners are clear of the expectations around attendance and that 	Governor	March 2026
			Governor	Complete
			Governor	March 2026



