



HM Prison &
Probation Service

Action Plan: HMP Whitemoor

Action Plan Submitted: 02 February 2026

A Response to the HMIP Inspection: 13-23 October 2025

Report Published: 02 February 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 REPORT

ESTABLISHMENT: HMP WHITEMOOR

| 1. Rec No | 2. Concerns | 3. Response Action Taken/Planned | 4. Responsible Owner | 5. Target Date |
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| Priority concerns | | | | |
| 1 | The daily routine and regime were inadequate. We were told this was due to staffing shortfalls and high absence levels across all grades. Critical work, including the provision of education and skills, hospital appointments and suspicion drug testing, was not delivered consistently. | <p>Comprehensive work is underway nationally to increase recruitment including a dedicated marketing campaign. The prison continues to address staffing shortfalls through regular recruitment activity, including outreach events at Jobcentres and careers fairs. A Prison Officer Level Transfer campaign is also in place to attract experienced staff into the Long Term and High Security Estate.</p> <p>An open day will take place to attract local candidates to the prison.</p> <p>The prison has successfully recruited two Band 3 instructors, who are completing clearance checks.</p> <p>HMP Whitemoor are currently undertaking a recruitment campaign for a Band 4 instructor.</p> <p>Work will be undertaken to strengthen the regime by establishing a more predictable structure focused on key outcomes. This will include consideration of the core day and the mechanisms through which predictable restrictions support activities, interventions, and fair time out of cell.</p> <p>Closures and restrictions to the regime will be actively monitored by the Head of Reducing Reoffending and the Head of Business Assurance to ensure that Regime Management Plan decisions are effective, outcome-focused, and make best use of available resources.</p> <p>Where staffing constraints restrict full regime delivery, priorities will be agreed through the Senior Management Team.</p> | <p>HMPPS</p> <p>HMPPS</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>Commenced and ongoing</p> <p>May 2026</p> <p>April 2026</p> <p>April 2026</p> <p>March 2026</p> <p>April 2026</p> <p>April 2026</p> |



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| | | <p>A monthly allocations and attendance meeting has been introduced to ensure that all employment opportunities are being utilised and sequencing is effective.</p> <p>The employment policy will be strengthened to ensure attendance and engagement in employment is incentivised and prisoners who choose not to attend are appropriately challenged.</p> <p>Employment opportunities will be increased through recruitment, relocation of workspace and new courses to ensure there are enough activity spaces for the entire population including, where necessary, a review of part time employment to ensure more prisoners have access to purposeful activity.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>Completed</p> <p>March 2026</p> <p>April 2026</p> |
| 2 | There were insufficient activity spaces in education, skills and work to meet the needs and aspirations of the entire population. | <p>An instructor has been employed which will increase activity spaces in the textile recycling workshop from 15 to 30.</p> <p>A charity-based workshop will be opened upon a new instructor commencing employment creating another 15 activity spaces.</p> <p>A Band 4 instructor is being recruited allowing the introduction of a workshop and prisoner working party within the cleaning provision, generating an additional 15 activity spaces.</p> <p>The computer refurbishing workshop will be relocated to a larger workspace to increase activity spaces from 15 to 27.</p> <p>The prison has been successful in gaining central funding for additional work to Workshop 3. Once this is complete it will give the opportunity to increase the capacity from 15 to 30.</p> <p>A new Creative Crafts course has been introduced resulting in an extra 11 activity spaces.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>April 2026</p> <p>April 2026</p> <p>June 2026</p> <p>March 2026</p> <p>April 2026</p> <p>Completed</p> |
| 3 | Attendance across education, skills and work was too low. | <p>As outlined above, HMP Whitemoor continues to address staffing shortfalls through regular recruitment activity to help the prison run a reliable daily routine and regime. Access to and attendance at purposeful activity is being monitored closely by the governor as means of additional governance.</p> | <p>The Governor</p> | <p>Commenced and ongoing</p> |



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| | | <p>The education provider will recruit an additional member of staff to provide cover for tutors during periods of annual leave allowing areas to continue to operate.</p> <p>A monthly allocations and attendance meeting has been introduced to maximise employment opportunities that are sequenced effectively.</p> <p>The employment policy will be strengthened to ensure attendance and engagement in employment is incentivised and prisoners who choose not to attend are appropriately challenged.</p> <p>Non-attendance is now closely monitored through governance meetings to target prisoner trends of non-attendance, a guide for residential managers has been developed to improve the process. A personal development, achievement and recognition document for HMP Whitemoor has been created to promote positive achievements and progress across activities to increase motivation for engagement and attendance.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>March 2026</p> <p>Completed</p> <p>March 2026</p> <p>Completed</p> |
| 4 | <p>Limited interventions and a lack of purposeful activity made it difficult for prisoners to demonstrate a reduction in risk. Too few were able to progress in their sentence (repeat concern).</p> | <p>The Reducing Reoffending Needs Analysis and Strategy will be updated to consider interventions currently offered to reduce risk with a focus on identifying and addressing gaps in provision.</p> <p>The Reducing Reoffending Committee will routinely review outcome and achievement data across each pathway to monitor progress and provide oversight. This data will directly inform regime planning decisions and the prioritisation of risk reduction activity.</p> | <p>The Governor</p> <p>The Governor</p> | <p>March 2026</p> <p>April 2026</p> |
| Key concerns | | | | |
| 5 | <p>An allegation by a member of staff that they had been racially victimised by three colleagues had not been dealt with promptly or effectively. Leaders had not done enough to understand the experiences of Black staff at Whitemoor.</p> | <p>The Governor was aware of this allegation which was subject to a disciplinary investigation. Challenge had already been given to the manager in charge of the investigation to expedite the matter, which the alleged victim was aware of.</p> <p>In response to concerns regarding culture, the Governor commissioned a Climate Assessment to understand the lived experience of staff and inform local leadership decisions on workplace culture. This assessment has now been completed, and work is underway to act on the findings and implement identified actions to improve staff experience and culture.</p> | <p>The Governor</p> <p>The Governor</p> | <p>April 2026</p> <p>April 2026</p> |



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| | | Given this further insight, the Governor will meet with groups of staff who identify as ethnic minority or foreign national to better understand their experiences, perceptions, and treatment in the workplace which will inform actions to improve inclusivity and staff confidence. | The Governor | April 2026 |
| 6 | While the rate of use of force at Whitemoor was below average amongst the five dispersal prisons, the use of PAVA (see Glossary) was almost as high as at the other four prisons combined. | <p>The use of PAVA is now a separate agenda item and monitored at weekly and monthly Use of Force committee meetings. All use of PAVA is reviewed and challenged where appropriate.</p> <p>Guidance will be re-issued regarding the drawing and use of PAVA. Staff will continue to be reminded of the principles concerning PAVA usage both during online and practical training.</p> | <p>The Governor</p> <p>The Governor</p> | <p>Completed</p> <p>March 2026</p> |
| 7 | Leaders did not set or maintain sufficiently high standards of cleanliness. There was little accountability, and staff lacked the motivation to enforce good standards. Cleaning equipment was often in poor condition and held in dirty cupboards; materials regularly ran out; and there were no regular inspections by wing leaders. | <p>The Head of Residential Services (HORS) will implement monthly bilateral supervision meetings with Residential Custodial Managers to improve cleanliness standards and provide clear oversight and accountability for delivery.</p> <p>Residential Custodial Managers will complete fortnightly wing inspections and HORS monthly to improve oversight, drive cleanliness and decency as well as improved buy-in from all staff and prisoners.</p> <p>To improve accountability, named cleaning officers will be allocated to monitor cleaning materials and arrange for timely replenishments to prevent any shortages.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>April 2026</p> <p>April 2026</p> <p>April 2026</p> |
| 8 | Prison leaders had limited insight as to the experience of ethnic minority and Muslim prisoners at the prison. | <p>Protected Characteristic (PC) forums will be re-introduced, with Race and Religion forums carried out monthly by Senior Management Team Champions.</p> <p>Feedback from PC forums will become a standing agenda item at the bi-monthly Equality Action Team (EAT) meeting.</p> <p>The prison will work closely with the Zahid Mubarek Trust, an independent national charity, to effectively utilise the recently trained Equality Advocates. Training will be provided to increase the number of Advocates at the establishment.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>April 2026</p> <p>April 2026</p> <p>July 2026</p> |



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| | | Trained Equality Advocates will be trained in peer led DIRF (Discrimination Incident Reporting Forms) scrutiny and will feedback at EAT meetings. | The Governor | March 2026 |
| 9 | Waiting times for external health appointments were too long and were frequently cancelled due to a lack of officer escorts. Access to internal health appointments and medicines were also affected. | <p>A joint national review of escort, bedwatch and constant supervision concludes in April 2026 which will culminate in several recommendations being made. This will include the optimum number of planned medical escorts that should be resourced at HMP Whitemoor, to compliment in-house and remote health provision, and ensure prisoners have equity of health access. The recommendations will be made to the Workforce Delivery Project to inform their resource modelling assumptions.</p> <p>Figures from the Datix system, a risk and incident reporting software used by the NHS, are submitted weekly to show the number of cancellations taking place. This information is presented at the Local Delivery Board to ensure the Governing Governor has oversight. Monthly meetings also take place with the Security Governor, Head of Healthcare and Lead Administrator to discuss upcoming hospital appointments.</p> | <p>HMPPS</p> <p>Northamptonshire Healthcare NHS Foundation Trust</p> | <p>April 2026</p> <p>Completed</p> |
| 10 | There were significant delays in assessing and transferring patients to secure hospital beds under the Mental Health Act. One patient had waited 18 months despite undergoing multiple assessments. | <p>The Mental Health Bill received Royal Assent on 18 December 2025. The new legislation introduces several flagship reforms to improve access to mental health care and treatment. These include a new statutory 28-day time limit for transfers from prison and other place of detention to hospital; preventing courts from temporarily detaining people with severe mental illness in prison as a place of safety; and ending the use of remand for people's own protection under the Bail Act.</p> <p>The Ministry of Justice is also working to intervene early and divert offenders with mental health needs away from prison where appropriate through several means. These include working with NHS England to strengthen Liaison & Diversion pathways, as well as piloting a regional North East Health and Justice Hub, with His Majesty's Courts and Tribunal Services and NHS England.</p> <p>NHS England, Health and Justice East of England continue to work closely with commissioners and providers to strengthen the patient pathway with the aim of reducing waiting times and increasing access to secure inpatient hospital treatment. As this is a national issue, oversight has been escalated to the Health & Justice Delivery Oversight Group supported by the Mental</p> | <p>Ministry of Justice/NHS England</p> <p>Northamptonshire Healthcare NHS Foundation Trust</p> | <p>Legislation fully implemented by December 2027.</p> <p>Completed</p> |



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| | | <p>Health and Justice Strategic Oversight Group, Mental Health (MH) Provider Collaboratives and MH Specialised Commissioners.</p> <p>The patient in question waiting for 18 months has had numerous referrals refused with separate providers. The prison team continue to collect daily information regarding the patient which is sent to the mental health team weekly to support further referrals.</p> | Northamptonshire Healthcare NHS Foundation Trust | Completed |
| 11 | Access to the dentist was delayed due to the limited number of sessions and missed appointments. Some patients waited up to 50 weeks for routine treatment. | <p>HMP Whitemoor continues to address staffing shortfalls through regular recruitment activity to help the prison run a reliable daily routine and regime. Access to and attendance at purposeful activity and appointments is being monitored closely by the governor as means of additional governance.</p> <p>A business case has been submitted to introduce two additional dental sessions per week at HMP Whitemoor.</p> | <p>HMPPS</p> <p>NHS – Prisoner Centred Dental Care Limited</p> | <p>Commenced & Ongoing</p> <p>Completed</p> |
| 12 | Leaders offered a curriculum that was too narrow and restricted. It did not enable prisoners to develop skills and gain recognition for their learning in subjects and vocations at a level that met potential future career aspirations. | <p>A new Level 2 Creative Crafts course has been introduced into the Annual Delivery Plan from January 2026 to widen the personal development offer.</p> <p>To widen the offer within industries, a new charity-based workshop will be introduced.</p> <p>Additional gym instructors will be recruited allowing qualifications to be delivered in physical fitness and health and wellbeing.</p> <p>Extra funding has been approved for the prison to adopt AQA certifications in Life Skills courses and the continuation of the Shannon Trust provision.</p> <p>There will be an increase in qualifications within industries. The AQA unit awards scheme will be adopted for smaller certifications to be achieved within all workshops whilst the Computer Refurbishing workshop will offer accredited vocational skills. A woodwork-based qualification will also be introduced in the upcycling and carpentry workshop.</p> <p>To support digital access, the use of Coracle laptops within industries will be explored, to allow for more qualifications and achievements in the workplace setting.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>Completed</p> <p>April 2026</p> <p>May 2026</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> |



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| | | <p>Plans are in place, subject to funding, to adapt the Shannon Trust support to include maths alongside the current support for reading.</p> <p>The opportunity for higher learning in cell packs, from the Prisoner's Education Trust, will be explored as an option to develop independent study.</p> | <p>The Governor</p> <p>The Governor</p> | <p>April 2026</p> <p>March 2026</p> |
| 13 | Prisoners did not have suitable opportunities to develop a sound understanding of fundamental British values and the risks related to radicalisation and extremism. | <p>All industries instructors will complete training on both British Values and Prevent.</p> <p>British Values discussions will be integrated into workshop practices to ensure prisoners develop a sound understanding of fundamental British values and the risks related to radicalisation and extremism.</p> <p>British Values will continue to be a focus for the education provider within their quality assurance procedures.</p> <p>British Values has been added as a focus for the prisons Education Skills and Work Learning Walks and will form part of the quality calendar tasks for 2026.</p> <p>Provision for British Values on the Virtual Campus and through AQA Unit Awards scheme will be explored to offer short, accredited courses for prisoners.</p> | <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> | <p>March 2026</p> <p>March 2026</p> <p>Commenced and ongoing</p> <p>March 2026</p> <p>April 2026</p> |

