



HM Prison &
Probation Service

HMP Five Wells HMIP Action Plan

A response to the HMIP inspection: 11 May to 21 May 2026

HMIP report published: 17 August 2026

Submitted: 12 August 2026



Introduction

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation (HMIP) 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 these concerns, that are clear, outcome focussed, measurable, achievable, with clear accountability and appropriate timescales for completion.

Action plans are sent to the respective HMIP and published on the GOV.UK website. Progress will be monitored regularly through local, regional, and national governance structures.

Priority concerns and actions

No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
1	The rate of self-harm was high. Leaders did not use data well enough to identify ways to address this, and there was no psychological support or counselling for those experiencing emotional distress or struggling to cope.	HMP Five Wells will strengthen its use of data by enrolling two members of the Safety Team on a data analyst course. This will improve the use of data to inform decision making, support the identification of emerging risks, and improve proactive interventions aimed at reducing self-harm.	Director	December 2026
	As above	The Safety Team, working in collaboration with the Security Analyst, will use available data to identify trends, patterns, and root causes associated with self-harm. Findings will inform targeted action to reduce incidents and will be reviewed at the weekly Safety Invention Meetings (SIM) to ensure appropriate oversight and accountability.	Director	December 2026
	As above	HMP Five Wells will incorporate Alert Intervene Monitor (AIM) data, an application that detects suicide and self-harm risks, into the daily morning meeting to improve awareness of prisoners presenting the highest levels of concern. The top five prisoners identified will be discussed daily, and prisoner profiles will be included within the Assessment, Care in Custody and Teamwork (ACCT) risk register to support case managers in identifying vulnerabilities and implementing appropriate support measures.	Director	November 2026

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No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
	As above	Having now recruited a psychologist any significant concerns will be managed through the Keep Safe referral process and considered within SIM and Complex Case Reviews. Prisoners identified as potentially benefiting from psychological intervention will be referred through these processes and reviewed on a weekly basis to ensure support remains coordinated and effective. (Also, see concern 10).	Director	November 2026
2	Patients waited too long to see a GP or dentist.	Practice Plus Group (PPG), the healthcare provider at HMP Five Wells, has reviewed the delivery of General Practitioner (GP) services to maximise clinical capacity and improve access to care. GP clinics have been restructured, with 10 to 12 appointments now scheduled in the morning with additional Advanced Clinical Practitioner (ACP) support in place. Afternoon sessions have been allocated for administrative tasks. A review will be conducted in October 2026 to assess service improvements	Health Provider/ NHS England	October 2026
	As above	A new GP has been recruited, who will commence Friday clinics following vetting and induction. In the interim, a locum GP has been secured to provide Friday clinic coverage.	Health Provider/ NHS England	January 2027
	As above	The GP waiting list is being actively managed and reviewed by Non-Medical Prescribers (NMPs) and ACPs to ensure patients receive timely care. In addition, a pharmacist prescriber is undertaking further development through shadowing an experienced pharmacist prescriber. This will enable them to undertake prescription re-writes and, in the future, support the provision of To Take Out/Home (TTOs) medication, reducing demand on GPs time to increase clinical capacity.	Health Provider/ NHS England	January 2027

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No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
	As above	A training resource to support pharmacy technicians in undertaking assessments has been sourced and circulated to all pharmacy technicians, with all staff expected to complete the training by the end March 2027. This will improve capability within the pharmacy team and contribute to more efficient clinical processes.	Health Provider/ NHS England	March 2027
	As above	NHS England Midlands has identified that the current dental provision is insufficient to meet demand, so a business case has been submitted for recurrent funding to increase capacity, reduce waiting lists, and develop the dental service to better meet the needs of the population at HMP Five Wells.	Health Provider/ NHS England	January 2027
3	There were insufficient education, skills and workspaces for the population.	HMP Five Wells will continue to increase education and training workspaces by progressively scaling learner allocations as newly recruited Novus instructors achieve clearance. Progress will be monitored against the baseline capacity of 286 learner places.	Director	November 2026
	As above	To expand vocational training provision, HMP Five Wells will onboard a Barbering Tutor and a Painting and Decorating Instructor. Once in post, both workspaces will be opened to learners, increasing the range of accredited learning opportunities available and maximising the use of existing facilities. Spaces within the engineering workshop will be increased from 8 to 18 places to reflect additional instructor capacity for supervision.	Director	November 2026
	As above	HMP Five Wells will undertake a review of capacity within its industrial workshops to identify opportunities for further expansion. New risk assessments will be commissioned to evaluate the safe operating capacity of each workshop, with the aim of increasing learner and worker numbers by up to 15%.	Director	November 2026

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No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
		To support this activity, a review of workshop layouts and equipment placement will be undertaken to ensure the effective use of available space.		
	As above	HMP Five Wells will complete a review of all non-industrial work roles to ensure employment opportunities are fully utilised to provide meaningful and full-time activity wherever possible.	Director	November 2026
	As above	To increase access to employment-focused qualifications, HMP Five Wells will increase the frequency of the Crown Rail Course from bi-monthly to monthly delivery. In addition, further training courses will be booked through companies represented on the Employment Advisory Board where these align with identified labour market needs. These measures will provide an additional 30 prisoner training places each month.	Director	November 2026
4	Prisoners struggled to achieve their sentence plan targets and progress.	HMP Five Wells will undertake a comprehensive needs analysis to identify the demand for risk reduction interventions and non-accredited programme provision. The findings will be used to ensure interventions are appropriately targeted and responsive to prisoner needs.	Director	December 2026
	As above	In partnership with HMPPS, HMP Five Wells will review the existing 'Toolbox' workbooks to assess their effectiveness and utilise them until a national HMPPS resource has been introduced into prisons. To increase engagement and completion rates, structured support will be provided through the Key Workers, with progress and outcomes recorded on prisoners' case records.		December 2026
	As above	HMP Five Wells will implement a structured expectation for Prison Offender Managers (POMs) to engage with prisoners at a minimum of three-monthly		December 2026

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		intervals. This will ensure regular contact is maintained and prisoner progression is reviewed consistently.		
	As above	HMP Five Wells will work with Interventions Services to pilot the 'In Your Corner' programme, delivered by Change Grow Live (CGL). This 14-week intervention combines group work and one-to-one support to address issues relating to hypermasculinity, promoting positive attitudes, vulnerability, trust, self-awareness, and meaningful reflection.		December 2026
	As above	The effectiveness of these initiatives will be monitored through monthly contract governance arrangements utilising data reports provided by CGL, with success measured through prisoner feedback, engagement levels, completion rates, and prisoner reflection reports demonstrating evidence of learning and personal development.		December 2026
5	Despite a large population who posed a high risk of harm to others, some public protection arrangements were weak.	HMP Five Wells will increase the frequency of the Inter-Departmental Risk Management Meeting (IDRMM) from monthly to fortnightly to strengthen oversight of risk management and improve the timely management of emerging concerns. This enhanced approach will remain in place for a minimum of three months before being reviewed against population and operational needs.	Director	November 2026
	As above	A review of the timing and scheduling of the IDRMM will be undertaken to minimise known conflicts and improve attendance from key stakeholders, including Security, the Offender Management Unit (OMU), and Healthcare. This will support more effective multi-disciplinary decision-making and risk management.	Director	December 2026
	As above	HMP Five Wells will strengthen public protection arrangements by ensuring all prisoners receive appropriate screening on arrival. Case Administrators	Director	December 2026

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No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
		(CAs) will complete initial public protection screening within five working days. POMs will then undertake secondary risk screenings within ten working days of arrival to inform decisions regarding required controls and restrictions arrangements.		
	As above	A weekly quality assurance process will be introduced using the Digital Prison Services (DPS) system. This will ensure that case notes relating to initial screenings and PPRC (Prior to Release/Public Protection) checks are completed accurately and recorded appropriately. Compliance and quality assurance activity will be evidenced through a dedicated Public Protection Monitoring Log.	Director	December 2026
	As above	HMP Five Wells will recruit a Public Protection CA. The postholder will be responsible for collating Public Protection and Violent and Sex Offender Register (ViSOR) information and for producing a monthly compliance report to support assurance and effective risk management.	Director	December 2026
6	Resettlement support was too limited for the increase in prisoners being released.	Recruitment to the Pre-Release Team has been completed. HMP Five Wells has escalated workforce requirements to the Probation Head of Resettlement and will maintain ongoing engagement to assess demand and secure additional staffing above contractual baselines where required to meet service needs.	Director	December 2026
	As above	HMP Five Wells will work collaboratively with all resettlement partners to review and strengthen release planning arrangements for prisoners within the final 12 weeks of custody. This will ensure release plans are coordinated and responsive to individual resettlement needs. (Also, see concern 13).	Director	December 2026

No.	Concerns	Response: Action taken / Planned	Responsible owner	Target date
	As above	HMP Five Wells will support the introduction of the HMPPS Strategic Housing Lead within the establishment to strengthen partnership working and improve outcomes for prisoners at risk of homelessness on release.	Director	December 2026
	As above	The Resettlement Head of Function and Strategic Housing Lead will monitor housing referrals monthly and provide assurance that all eligible prisoners are referred for housing support. Compliance will be tracked against a target of 100% referral completion where applicable.	Director	December 2026

Key concerns and actions

No.	Concerns	Response: action taken / planned	Responsible owner	Target date
7	Too many prisoners said they felt bullied or victimised by their peers.	HMP Five Wells will strengthen its understanding of prisoner safety concerns by conducting quarterly safety surveys to gather feedback on why prisoners may feel unsafe. Findings and emerging themes will be discussed and monitored at the monthly Safety Meeting.	Director	December 2026
	As above	To improve engagement with prisoners and staff, members of the Safety Team will attend Houseblock Bridges Forums monthly. This will provide additional opportunities to gather feedback and promote a proactive approach to violence reduction and prisoner safety.	Director	November 2026
	As above	HMP Five Wells will enhance support for vulnerable prisoners through twice-weekly Keep Safe Meetings, coordinated by the Safety Team.	Director	November 2026

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		Attendance will be mandatory for the Safety Manager, Residential Houseblock Managers/First Line Managers, OMU, and Security to ensure all prisoners identified as being at risk of bullying, victimisation, debt, or violence are reviewed and provided with documented support measures.		
	As above	The Safety Team will work collaboratively with Residential Managers to improve the quality and effectiveness of Challenge, Support and Intervention Plans (CSIPs). This will ensure identified prisoners are managed appropriately through targeted interventions and robust management plans.	Director	December 2026
	As above	AIM app data will be incorporated into daily morning meetings to improve the identification and management of prisoners who may be vulnerable or involved in bullying and debt-related activity. The top five prisoners of concern will be highlighted, with managers reviewing relevant information to identify emerging risks and ensure appropriate action is taken. Any prisoner engagement arising from these reviews will be recorded on DPS.	Director	November 2026
	As above	The Safety Team will undertake daily monitoring of AIM app data and share any identified concerns with Security and relevant Houseblock Managers. This will support the timely implementation of appropriate interventions, including CSIP referrals and management plans and debt disruption to improve prisoner safety.	Director	November 2026
8	Support for foreign national prisoners was poor.	HMP Five Wells will improve support and communication for Foreign National Offenders (FNOs) through the recruitment of a Foreign National Offender Specialist (FNOS). The postholder will act as the central point of contact between FNOs, prison staff, Home Office Casework, and Immigration Prison Teams, providing timely updates on individual cases and communicating any changes to relevant processes, policies, and the Early Removal Scheme (ERS). The FNOS will maintain an evidence log of all prisoner contact and casework activity.	Director	December 2026
	As above	HMP Five Wells will review how key information is communicated to FNOs, focusing on the most commonly spoken languages within the population. A	Director	December 2026

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		communication strategy will be developed to improve understanding and engagement with prison processes and services.		
	As above	The establishment will promote the availability and use of translation and interpretation services. Usage and effectiveness will be monitored through the bi-monthly Equalities Meeting to ensure language barriers do not prevent prisoners from accessing support or services.	Director	December 2026
9	Patients waited too long for transfer to secure hospital beds under the Mental Health Act.	The Mental Health Act 2025 introduces a new statutory time limit of 28 days for transfers from prison and other places of detention to hospital. This reform is due to commence 18-24 months post Royal Assent and health and justice partners remain committed to commencing this reform in the published timeframe. This time limit, together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.	HMPPS Offender Health	Ongoing
	As above	The commissioning of secure mental health beds sits with the Regional Mental Health Collaboratives, Impact and Reach Out, and is therefore outside the direct control of the prison healthcare provider. To maintain oversight of delayed transfers, fortnightly meetings are held between the Regional Collaboratives, NHS England Health and Justice, and the Mental Health Lead to review all patients who have been awaiting transfer for more than 28 days. While awaiting transfer to secure mental health setting, all affected prisoners at HMP Five Wells will continue to receive focused monitoring, ongoing clinical support.	NHS England Specialised Commissioning and Mental Health Collaboratives.	Ongoing
10	There was insufficient provision of talking therapies or low intensity psychological support to help patients experiencing	HMP Five Wells are onboarding a substantive Psychologist, with a locum Psychologist providing services in the interim. In addition, an Assistant Psychologist is currently being onboarded, with recruitment underway for a second Assistant Psychologist to further improve service delivery and increase access to specialist support. All staff vacancies will continue to be monitored by the NHSE Commissioning Manager at the monthly contract review and Local Delivery Boards.	Health Provider/ NHSE Health and Justice Commissioning Midlands	January 2027

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	emotional distress or struggling to cope.	The Mental Health Team have completed training in 'Making Sense of My Emotions', enabling them to facilitate group-based sessions.		
11	Some patients experienced delays in accessing their hospital appointments in the community.	The national Standard Operating Procedure is in place to ensure regular meetings take place between administrative teams and GPs to review all active referrals. This will provide greater oversight of the referral progress and support timely escalation where appropriate. A standardised escalation letter is being developed for use with hospitals where patients have exceeded expected waiting times.	Health Provider/ NHSE Health and Justice Commissioning Midlands	December 2026
	As above	PPG is working to improve collaboration with local hospital trusts. The Business Manager is leading engagement with external healthcare providers to improve coordination and facilitation of appointments.	Health Provider/ NHSE Health and Justice Commissioning Midlands	December 2026
12	The reading strategy was not fully embedded.	HMP Five Wells will relaunch its unified reading programme, establishing consistent standards across residential units and Industries to increase participation in reading activities and promote a reading culture throughout the establishment. Participation and engagement will be monitored weekly through a central tracking process, with a particular focus on ensuring full-time employed prisoners are able to access the programme.	Director	November 2026
	As above	Prisoners identified as requiring additional support will be screened and referred for appropriate support, including Special Educational Needs Coordinator (SENCo) support, emergent reader groups, and Shannon Trust provision.	Director	November 2026
	As above	HMP Five Wells will develop a network of trained peer Reading Champions, supported by the Neurodiversity Support Manager (NSM), SENCo, and Shannon Trust resources. Reading Champions will promote and support reading on residential units.	Director	November 2026

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	As above	The effectiveness of the reading strategy will be reviewed following the initial 12-week delivery cycle. Head of Learning and Skills will analyse the findings and communicate it to all functions.	Director	November 2026
13	Not all prisoners received prompt career information, advice and guidance before release.	HMP Five Wells will re-establish and embed the automated 12-Week Release Tracker to strengthen oversight of pre-release planning and ensure coordinated support for prisoners' release. Relevant partners will have access to update the tracker, providing a shared and up-to-date record of actions. Careers Information, Advice and Guidance (CIAG) assurance checks will be incorporated into the 12-Week Release Tracker process.	Director	November 2026
	As above	Novus will undertake face-to-face careers and training reviews with prisoners during the final 12 weeks of custody, updating digital records to ensure individual release plans remain current and completed in a timely manner.	Director	November 2026