



HM Prison &  
Probation Service

Action Plan: HMP Wayland

Action Plan Submitted: 5<sup>th</sup> September 2022

A Response to the HMIP Inspection: 11<sup>th</sup> - 12<sup>th</sup> & 25<sup>th</sup> - 28<sup>th</sup> April 2022

Report Published: 12<sup>th</sup> August 2022

## 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 Her 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed, or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provide specific steps and actions to address these. Actions are clear, 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.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There <b>must</b> be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There <b>must</b> be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP WAYLAND

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Key concerns and recommendations</b>				
	<b>Directed to the Governor</b>				
7.1	<p>Key concern 1.46: The governor had made a good start in setting some clear and positive priorities, of which many staff were aware. However, they were very broad and had not yet been turned into a practical programme of change that was clear to all. Although there was good analysis of data in many aspects of prison life, it was not yet leading to coherent programmes of action with clear success criteria. Strategic meetings to drive improvement and delivery in key areas had only recently resumed. These included reducing reoffending, and oversight of the use of force.</p> <p><b>Recommendation: The governor and senior managers should plan and</b></p>	Agreed	<p>The Governor has reviewed the prison priorities based on consultation from staff, prisoners and official inspections and reports. A holistic prison programme for change in 2022-2023 covering the five healthy prison tests has also been developed, this programme includes measures for success.</p> <p>These are monitored via the monthly Senior Leadership Team (SLT) meetings and communicated to staff through notices, full staff briefings, coffee afternoons and wing briefings.</p>	The Governor	<p>Completed</p> <p>October 2022</p>



	<b>communicate to all staff a clear programme for improvement in the establishment, based on data, driven through effective governance and engagement, and with clear criteria for measuring success.</b>				
7.2	<p>Key concern 1.47: Challenge, support and intervention plans (CSIPs) were not used widely or to full effect to manage perpetrators and victims of antisocial behaviour. There was little to motivate and encourage prisoners to improve their behaviour.</p> <p><b>Recommendation: CSIPs should be used effectively to manage all those who are involved in, or victims of, violence and antisocial behaviour, and the incentives scheme should encourage prisoners to behave well.</b></p>	Agreed	<p>CSIP will be relaunched in September 2022 by the Governor, Head of Safer Custody and Heads of Residence.</p> <p>National case manager training now incorporates CSIP management training, this allows the establishment to appoint Supervising Officers (SO) as CSIP case managers once they have completed the training, rather than solely relying on Custodial Managers (CM).</p> <p>CSIP plans will be individualised using a multi-disciplinary approach and prisoners will be involved and aware of their plans. Staff understanding of the purpose and application of CSIPs to address violence, anti-social behaviour and to support victims will be improved through CSIP relaunch staff briefings.</p> <p>10% of all opened CSIPs will be quality assured by the Safety Team monthly. The purpose of this is to evaluate and analyse their effectiveness and the findings will be discussed at the monthly Safety Committee meeting. Good practices will be shared, and weekly quality assurance will feed into staff Performance Management reviews.</p> <p>The incentive policy is under review to modernise the document and processes within it. A custodial manager has been appointed as the Incentive policy lead and has introduced an analytical assurance model. The aim is to address underlying poor standards of behaviour by regularly reviewing the number of written warnings, adjudications and</p>	The Governor	<p>October 2022</p> <p>March 2023</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p>



			<p>spot checks on wings to sample how inappropriate standards of behaviour are effectively being managed.</p> <p>“League tables” are being updated and shared monthly to encourage staff and managers to make productive use of the incentive policy to improve staff confidence and knowledge. 10% of incentive reviews will be scrutinised by the Incentive Lead monthly, to ensure that reviews are timely and of good quality.</p> <p>The Incentive Lead will chair the new monthly incentive forum with prisoner representatives to measure fair use, including trends analysis that may require further exploration. This will also provide a platform to discuss the local facilities list linked to incentive levels, ensuring the needs of prisoners are reasonably met and good behaviour is incentivised, in line with the national facilities list. We will also use the forum to discuss ideas and initiatives to encourage positive engagement, which will be added to the “Your Wellbeing Matters” committee agenda.</p>		<p>December 2022</p> <p>December 2022</p>
7.3	<p>Key concern 1.48: As a result of the serious staff shortages, wings did not have a consistent staff group who knew the prisoners who lived there. The delivery of key work had fallen away, and only 20% of respondents to our survey said that in the previous week a member of staff had asked them how they were getting on. We saw many examples of staff not challenging low-level rule-breaking in communal areas, such as prisoner’s vaping, being improperly dressed, and shouting and swearing.</p>	Agreed	<p>Residential units will regularly send out and remind prisoners of the expected standards of behaviour. This will be in a form of information to prisoners’ format which will be distributed on the wings every 12 weeks. To improve staff confidence and knowledge, the expected standards of behaviour will be clearly stipulated for each incentive band in a 10-step guide format and will be published so all prisoners and staff understand what good/poor behaviour looks like and what to do to improve their standards.</p> <p>A Keywork CM Lead has now been appointed and work is already underway to reinstate and drive keywork across the site, following the closure of G &amp; C Wing which has allowed for resourcing this.</p> <p>Officer upskill sessions have been running during training shutdown periods prior to the recent ramp up in keywork delivery. This will continue in the early phases of keywork</p>	The Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p>





	<p>establishment that may have caused violence, such as the high prevalence of alcohol and drugs.</p> <p><b>Recommendation: The violence reduction policy should be based on the specific issues at the establishment and should include an action plan for addressing the high levels of violence and its underlying causes.</b></p>		<p>An action plan will also be produced which links with local and national strategies. These strategies will be measurable and reviewed at the monthly meeting and annually to assess improvement.</p>		<p>December 2022</p>
7.5	<p>Key concern 1.50: While administering medication, health care staff had experienced some unacceptable behaviour from prisoners and were put at serious risk. The safety of health staff while transporting controlled drugs around the prison had sometimes been compromised by prison staff allowing prisoners along the route. There was insufficient officer support and management of medicine queues to promote patient confidentiality, lessen the opportunities for diversion and bullying, and support safe medicine administration.</p> <p><b>Recommendation: Measures should be put in place urgently to protect health</b></p>	Agreed	<p>Officer staffing levels on the wing with the Integrated Drug Treatment System (IDTS) dispensary have been increased to safeguard healthcare staff and medication in this particularly high-risk area.</p> <p>A joint prison and healthcare review of the dispensing and supervision of medication, along with the movement of controlled medication within the establishment has been commissioned to identify safer and appropriate ways in which both can be conducted.</p> <p>The following activities have been commissioned with a priority to ensure staff safely supervise the dispensing of medication.</p> <ul style="list-style-type: none"> <li>• Regime Review. Wing managers will conduct daily assurance checks to ensure the dispensing of medication is being appropriately supervised by staff.</li> <li>• Reprofile</li> </ul> <p>Physical improvements to the dispensing of medication area are being introduced, which include:</p>	The Governor	<p>Completed</p> <p>October 2022</p> <p>October 2022</p> <p>March 2023</p> <p>March 2023</p>



	<p><b>care staff from physical attacks while administering medication. Prison staff should supervise medicine administration and the transportation of medicines, including controlled drugs, effectively to make sure that security is not compromised, promote patient confidentiality, and prevent diversion and bullying.</b></p>		<ul style="list-style-type: none"> <li>the fitting of Perspex screens to all gates where medication is dispensed</li> <li>the prison has secured funding to increase the CCTV to provide coverage of the medication dispensing points on residential units.</li> </ul>		
7.6	<p>Key concern 1.51: The regime for prisoners had changed and time out of cell, including for exercise and structured association, had been reduced for many.</p> <p><b>Recommendation: Access to purposeful activities should be expanded while maintaining sufficient time out of cell for all prisoners.</b></p>	Agreed	<p>HMP Wayland is committed to providing a full purposeful regime that maximises time out of cell whilst maintaining a focus on rehabilitation.</p> <p>During inspection, a revised regime which enabled a wider range of prisoners to gain access to classrooms was introduced. Since face-to-face learning has resumed, attendance is actively encouraged in the classroom and industry workshops. Attendance figures are reported to the Governor's daily Morning Meeting. This has led to improvements in collating accurate reasons for non-attendance and addressing this with prisoners. Legal requirements for 30 minutes time in the open air, daily access to phones and showers and cell cleaning are met for all prisoners within the regime.</p> <p>The following activities have been commissioned with a with a focus on providing as much access to purposeful activity and time out of cell possible within the predicted staffing levels:</p> <ul style="list-style-type: none"> <li>Regime Review</li> <li>Reprofile</li> </ul> <p>A regime review and reprofile will be completed annually as staffing levels improve, aiming to offer a full regime of</p>	The Governor	<p>Completed</p> <p>October 2022 March 2023</p> <p>March 2024</p>





			purposeful activity and time out of cell by March 2024, in line with staffing forecast.		
7.7	<p>Key concern 1.52: Leaders had not provided sufficient education, skills and work activities for all prisoners, and too many were not attending their allocated activities. Leaders had been too slow to reopen education classes, work and vocational training, and too many prisoners were unemployed. There was insufficient resource to meet the needs of the prison population in relation to English and mathematics.</p> <p><b>Recommendation: Leaders should swiftly increase the availability of and attendance at activities, particularly in education and vocational training, so that prisoners are able to gain the skills and knowledge they need for employment when they are released, including improving essential English and mathematics skills.</b></p>	Agreed	<p>618 fulltime purposeful activity places are now open and available to prisoners, against a current occupational capacity of 765. All prisoners now have access to this full range of activities on a part-time basis (three sessions per week).</p> <p>Over 70% average attendance at purposeful activity has been achieved by June 2022.</p> <p>There have been 14 maths and 13 English functional skills achievements between April and July 2022. Two full staff briefings (June and July 2022) have been held to raise staff awareness of the need to encourage and ensure education attendance, because 42% of prisoners are at Entry Level 3 or below in their maths, and 39% of prisoners are at Entry Level 3 and below.</p> <p>The Offending Management Unit and Reducing Re-offending teams have introduced a sequencing spreadsheet to record prisoners' needs. The information regarding needs is taken from the BCST process, Basic Skills assessment data and an initial Information Advice Guidance (IAG) interview.</p> <p>All prisoners have a learning plan which is informed by the sequencing spreadsheet. The change from a demand led to a 'needs-based' approach will ensure resources are maximised and waiting times are reduced, which in turn will enable prisoners are able access the education they need promptly.</p> <p>Functional skills tutors for both English and Maths have been recruited to deliver an outreach provision to those in industry workshops</p>	The Governor	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



			<p>Attendance and incentive levels are reported and actions to improve are allocated via the daily operational meeting. A weekly sequencing meeting attended by Education, OMU, and IAG ensures that waiting lists are kept to a minimum.</p> <p>A further 100 purposeful activity spaces will be opened once tutors have been recruited, funding and equipment is in place and the regime and use of space has been reviewed.</p> <p>The following activities have been commissioned with a with a focus on providing as much access to purposeful activity, particularly English and maths, as possible within the predicted staffing levels:</p> <ul style="list-style-type: none"> <li>• Regime Review</li> <li>• Reprofile</li> </ul> <p>A regime review and reprofile will be completed annually as staffing levels improve, aiming to offer a full regime of purposeful activity and time out of cell by March 2024, in line with staffing forecast.</p>		<p>Completed</p> <p>March 2023</p> <p>October 2022 March 2023</p> <p>March 2024</p>
7.8	<p>Key concern 1.53: Leaders and managers did not make sure that prisoners received useful, timely information, advice and guidance (IAG), and that they were allocated to activities that met their future employment goals and development needs.</p> <p><b>Recommendation: Leaders should make sure that IAG staff engage appropriately with prisoners to establish their career goals and specific training needs. Staff should make sure that</b></p>	Agreed	<p>Since April 2022 IAG workers have been seeing prisoners face to face.</p> <p>Purposeful activity is allocated dependant on prisoner's needs which are determined through the induction process following engagement with our education and information, advice &amp; guidance (IAG) providers, which is relayed to the Activities team for allocation.</p> <p>The activity department are utilising pathways created by the education provider and information, advice &amp; guidance team, and sentence planning information to allocate accordingly. All activities, including wing workers, will be sequenced by the activities team and spaces will be filled once a vacancy arises.</p>	<p>The Governor</p> <p>People Plus</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>



	<b>prisoners are allocated to activities that will help them to achieve their career goals.</b>		<p>A review of all prisoners assigned to activities will be undertaken, to ensure relevance and suitability to their chosen career or learning pathway. Those identified as not suitable will be replaced with an appropriate activity, to enable those with the chosen pathway timely access. There are in-cell options available to those awaiting allocation to mainstream education or industry workshops.</p> <p>Current waiting lists are under review, and recognised trends in this, as well as in attendance and allocations, are discussed and appropriately actioned in the monthly Reducing Reoffending meeting.</p>		<p>December 2022</p> <p>December 2022</p>
7.9	<p>Key concern 1.54: Leaders and managers had not considered the quality of training that prisoners received in work roles and prison-led workshops. Too many prisoners were not challenged by their work and they were not able to achieve qualifications, or recognition of any skills and knowledge gained.</p> <p><b>Recommendation: Leaders should identify and implement actions that will improve the quality of training and activities in prison-led work areas, so that prisoners are challenged to make progress. Prisoners should be able to achieve qualifications or have their new skills and knowledge recognised.</b></p>	Agreed	<p>Progress booklets have been introduced in all industry workshops. Individual prisoner's learning pathways are captured, and avenues for progress are highlighted and will be supported by the IAG team to implement where possible.</p> <p>The Annual Delivery Plan (ADP) has now been reviewed with our education provider and input from our operational contract manager. A new prospectus has been published and distributed to staff and prospective learners.</p> <p>WAMITAB waste and recycling and Horticulture qualifications are now delivered to prisoner's identified through the IAG employment pathway.</p> <p>Quality assurance is now provided in the form of classroom learning walks undertaken by the Learning Skills &amp; Employment (LSE) manager in conjunction with the Education Manager.</p> <p>The monthly Establishment Performance Meeting (EPM) and the bi-monthly Quality Improvement Group (QIG) meetings will be re-established and are utilised to monitor, review, and manage this process, and will include focus on the progress of Maths, English and IT provision, attainments rates and teacher quality.</p>	<p>The Governor</p> <p>People Plus</p>	<p>Completed</p> <p>Completed</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p>



			<p>A needs analysis will be conducted to ascertain the needs of our current prisoner population, for a curriculum that is relevant and appropriately suited. Part of the ongoing needs analysis includes attending regular monthly forums with prisoners, an instant positive from these meetings has been the rise of awareness in courses and learning that is available on the in-cell laptops for prisoners</p> <p>A Neurodiversity Manager has been recruited by the prison to start work in September 2022 The regional Neurodiversity manager will delivering learning difficulty and disability (LDD) training with industry instructors, to enable them to have a better understanding of support for learners with additional needs.</p>		<p>December 2022</p> <p>December 2022</p>
7.10	<p>Key concern 1.55: Leaders and managers had not made sure that education, training and work activities enabled personal development opportunities for prisoners. Teachers and instructors did not promote the importance of equality, inclusion or values of tolerance and respect, or help prisoners to explore their interests.</p> <p><b>Recommendation: Leaders should make sure that the curriculum provided through education, skills and work helps prisoners to extend their knowledge and understanding beyond the subject being studied or their specific job role.</b></p>	Agreed	<p>All education tutors will set 'soft skills' targets, alongside the 'hard targets' associated with their qualification. The 'soft skills' will focus on the personal development opportunities that learners can embrace as part of their studies, this will include but not limited to; skills attributed to the world of work, such as teamwork, work ethic, communication skills etc.</p> <p>Reviews will include update of the wider skills targets including employability, personal &amp; social skills, English and maths skills. New targets are then set to stretch and challenge the learner. There is also the expectation that all tutors embed aspects of what it is like to live in today's modern Britain.</p> <p>Quality assurance is provided in the form of classroom lesson observations and learning walks are undertaken by the Learning Skills &amp; Employment (LSE) manager in conjunction with an appropriate manager from the education provider.</p>	<p>The Governor</p> <p>People Plus</p>	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p>



			<p>The monthly Establishment Performance Meeting (EPM) and the bi-monthly Quality Improvement Group (QIG) meetings will be utilised to monitor, review, and manage this process, and will include focus on the progress of soft skills, Maths, English and IT provision, attainments rates and teacher quality.</p> <p>Education provider will work with the Diversity team to incorporate themed months learning in line with the D&amp;I calendar. This will provide a broader knowledge &amp; understanding for prisoners learning. Themes can be discussed with prisoner focus groups which will be linked in with the D&amp;I forums.</p>		<p>December 2022</p> <p>December 2022</p>
7.11	<p>Key concern 1.56: In our prisoner survey, only 18% said that staff encouraged them to keep in touch with family and friends. The visits offer for prisoners was still not good enough, and those who had progressed to the highest level of the incentives system could not access additional sessions. Arrangements for booking visits were inadequate, and most of the visitors we spoke to said that they had experienced long delays trying to do this. The visitors' centre remained unwelcoming, with no facilities for refreshments, and the visits hall was shabby. There was no casework support for prisoners with family matters and there were no parenting courses.</p> <p><b>Recommendation: The prison should make sure that</b></p>	Agreed	<p>Since the inspection, the national online booking system for visits has resumed, allowing easier access to visits booking for all and making the visits booking system a more streamlined and fair process.</p> <p>Since June 2022 visits session length increased from 1 hour to 2 hours, the number of adult visitors increased from 2 to 3 per visit, the number of visits per session increased from 22 to 34. HMP Wayland have re-introduced family visits with a Jubilee themed day run with in conjunction with the substance misuse partner, Phoenix Futures.</p> <p>The visitors centre has been re-painted and re-carpeted, vending machines have been installed and new comfortable furniture has been ordered.</p> <p>Operations monthly meetings have commenced to increase our links with external support providers with the aim to develop and improve our provision to prisoner's families and visitors.</p> <p>An action plan has been developed and implemented that is focused on improving and developing our visits provision with progress already made by increasing the length and</p>	The Governor	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>March 2023</p>



	<b>prisoners have easy access to visits, as well as support to develop and maintain family ties.</b>		capacity of visits. The action plan also feeds into our development of the visitor's centre with work already underway on improving our facilities, both externally and internally. Feedback will be sought from prisoners and visitors about their experience of visit arrangements and suggested improvements. Our family strategy is also in the process of being updated with specific focus on maintaining and improving family ties.		
7.12	<p>Key concern 1.57: The strategic management of resettlement had deteriorated considerably since the last inspection and lacked direction. The prison was not working towards an up-to-date, overarching reducing reoffending strategy and there was no coordinated oversight of data to monitor and improve outcomes for resettlement pathways. Work to reduce reoffending was undermined by the lack of a comprehensive needs analysis and action plan.</p> <p><b>Recommendation: There should be a prison-wide reducing reoffending strategy and action plan, supported by a comprehensive needs analysis.</b></p>	Agreed	<p>HMPPS Commissioned Rehabilitative Services (CRS) went live in June 2021. In the pre-release phase, CRS providers deliver resettlement interventions to support sentence management activities completed by the Probation Practitioner and pre-release staff in the prison. The contracts are designed to support sentenced prisoners and those subject to Probation supervision in the community, address the needs linked to their offending, and to achieve the stability they need to do so. Those services which are delivered pre-release, such as Accommodation, will continue post-release. This continuity of support is a key element of the CRS provision. All eligible cases receive support prior to release and for accommodation this will be delivered by suppliers based in the areas to which they will return. CRS providers attend HMP Wayland as required.</p> <p>Under the new resettlement approach all resettlement prisons including locals, will have an embedded resettlement provision, managed by, or otherwise linked to a Probation Delivery Unit (PDU). The embedded pre-release teams will provide immediate resettlement needs and pre-release support for all people in prison including people out of area.</p> <p>Monthly Reducing Reoffending Strategy Meetings will be reintroduced from September 2022. Utilising data from the prison and probation resettlement team and key stakeholders, the reporting function will be based on the seven resettlement pathways. This will support the</p>	The Governor	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p>



			<p>performance and improve both individual journeys for prisoners and the development of new opportunities and support.</p> <p>Recruitment for several new permanent full-time roles is currently being undertaken to strengthen the Wayland Resettlement Team, they will comprise of:</p> <ul style="list-style-type: none"> <li>• Resettlement SPO</li> <li>• B6 Prison Employment Lead</li> <li>• Probation Support Officer</li> <li>• Probation Case Admin</li> <li>• Cluster group Housing Specialist (Norwich, Bure, Wayland)</li> <li>• B3 Banking and ID Clerk</li> </ul> <p>A second Senior Probation Officer is currently being recruited to HMP Wayland to oversee the resettlement process and discharge boards, working closely with the housing and employment teams. There is a monthly multi-disciplinary Interdepartmental Risk Management Team (IRMT) meeting operating to discuss and plan high risk releases</p> <p>A comprehensive Reducing Reoffending Needs Analysis will be undertaken, this will be used to inform a new Reducing Reoffending Strategy alongside data gathered from the June MQPL (Measuring the Quality of Prison Life) survey and prisoner consultation.</p>		<p>March 2023</p> <p>October 2022</p> <p>December 2022</p>
7.13	Key concern 1.58: Resettlement provision had deteriorated considerably since the last inspection. With no resettlement worker in post, support for release was not well coordinated. This gap in provision resulted in a disjointed and inconsistent resettlement	Agreed	<p>Delivery of resettlement services is now the responsibility of the Regional Probation Directors (RPDs) with key interventions delivered by Commissioned Rehabilitative Service (CRS) providers (commissioned by RPDs).</p> <p>Under the new resettlement approach all resettlement prisons have an embedded resettlement provision. The embedded pre-release teams will provide pre-release services not currently available via CRS including Finance,</p>	HMPPS	March 2023



	<p>service, with no resettlement plans and no oversight of who needed support for release.</p> <p><b>Recommendation: Staff should have a clear understanding of the resettlement needs of the population. Services delivered by resettlement partners should be coordinated effectively and quality assured so that the provision meets the need.</b></p>		<p>Benefit and Debt (FBD) services and support services to the people in prison including the unsentenced and people out of area. Vacancies currently exist within the team at HMP Wayland and recruitment underway.</p> <p>The pre-release teams will liaise with the Community Probation Practitioner and support pre-release planning activity throughout the sentence, including progressing referrals that have been made to CRS suppliers and providing a point of contact for CRS suppliers seeking to engage with the individual.</p> <p>As part of the changes made for the unification of Probation in June 2021, contracts have been let in each Probation Region (including the East of England Region within which HMP Wayland is located) to providers of Accommodation services for sentenced prisoners. These CRS providers are mandated to have a presence in the resettlement prisons in their region. We are currently in the process of extending these contracts to provide services to all people in prison (including unsentenced, and out of area people in prison) who have accommodation needs and hope to have the extended service in place by Summer 2022. In addition to this CRS contracts will commence across several Regions in Autumn 2022, to provide FBD to sentenced and unsentenced people in prison.</p> <p>There has been a transition period following unification which has impacted on the delivery of resettlement services in some prisons. Probation Regional Directors are working to stabilise the pre-release teams and CRS provision to secure improved service delivery to all people in prison, CRS performance, contract compliance and the quality assurance of their service delivery is monitored by their regional CRS Contract Management Team.</p>		
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			The Head of Reducing Reoffending, Head of Offender Management Delivery and Senior Probation Officer will jointly co-ordinate and quality assure these services by monitoring prisoner accommodation and employment on release outcomes and dip testing individual prisoner intervention quality. This will be shared with the monthly Reducing Reoffending Strategy Meeting from September 2022.	The Governor	October 2022
	<b>Recommendations</b>				
	<b>Directed to the Governor</b>				
7.14	Recommendation 3.9: All prisoners should receive a thorough and multidisciplinary induction, after their vulnerabilities and risks have been properly explored on arrival.	Agreed	<p>A reception and induction review has commenced, including peer review visits with another establishment.</p> <p>The Head of Residence has published an expression of interest to attract in motivated staff to work on the induction unit.</p> <p>HMP Wayland will implement a full programme of Induction utilising departments such as the chaplaincy, gymnasium, resettlement, education, programmes, and activity allocations etc. This will ensure that all prisoners receive a consistent high standard induction package.</p> <p>The Induction Custodial Manager will provide assurance for this process by reviewing 10% of induction passports monthly. An assurance log and tracker will be used to monitor delivery.</p> <p>The daily staffing figure has been increased by an additional officer to work between reception and the induction unit to ensure that all new prisoners have a good quality initial interview.</p>	The Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>Completed</p>



			Healthcare staff are commissioned to be on duty until 19:20hrs. The figure of new reception prisoners expected each day is now communicated to healthcare weekly and daily via the morning meeting so that the Head of Healthcare can ensure there is sufficient healthcare staff to provide all new prisoners with a health screening on arrival.		Completed
7.15	Recommendation 3.17: There should be formal support for victims of antisocial behaviour or violence.	Agreed	<p>All prisoners identified as being the victims of violence or anti-social behaviours will be referred to CSIP process to enable guided support.</p> <p>Notice to Staff regarding Local CSIP Interventions Guide will be issued and made available through numerous platforms to identify direct initiatives that could be used to support victims. Support for victims include:</p> <ul style="list-style-type: none"> <li>• Restorative justice</li> <li>• Debt management</li> <li>• CSIP</li> <li>• Enhanced Support Services (ESS) referral</li> <li>• Safer Prisons Team Key working</li> </ul> <p>Identified victims will be discussed at the daily and bi-weekly SIM meetings to assure that their welfare is being correctly managed and supported.</p>	The Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p>
7.16	Recommendation 3.31: Oversight and scrutiny of the use of segregation should be robust and contribute to improvements, including consistent reintegration planning.	Agreed	<p>The SMARG meeting Terms of Reference and Adjudication tariff review and areas of segregation subject to scrutiny will be reviewed and discussed with learning in place identified. Any areas of non-compliance will be addressed at these meetings chaired by the Deputy Governor/Governor.</p> <p>The following areas of segregation will be scrutinised monthly by the Head of Segregation and feedback given to the Deputy Governor.</p> <ul style="list-style-type: none"> <li>• Local records will be kept and scrutinised for Special Accommodation and Anti-ligature clothing.</li> </ul>	The Governor	<p>December 2022</p> <p>December 2022</p>



			<ul style="list-style-type: none"> <li>• Governors' rounds, Segregation Authority and subsequent reviews will all be scrutinised to assure any risks are identified and will be addressed. Person led approach and comments will be made and recorded on NOMIS to assure these actions.</li> <li>• All prisoners held in segregation to have an up to date re integration plan in place within 72hrs so it can be discussed at their first review</li> </ul> <p>The Head of Segregation will complete quality assurance on 5 prisoners' Segregation Authority paperwork, these will be reviewed monthly by the Deputy Governor and any issues arising will be addressed through management meeting and at the Quarterly SMARG and tariff review meetings.</p>		December 2022
7.17	Recommendation 3.39: The strip-searching of prisoners, and their handcuffing on escort, should be based on a full risk assessment and be proportionate to the risks posed.	Agreed	<p>There will be a review of exiting procedures to ensure alternative searching techniques are completed prior to any intelligence supported full search.</p> <p>All risk assessments are based on Categorised C prisoners. On page 4 of the Risk assessment, a secondary question regarding fit to travel and medical awareness to support a review of restraints will be introduced. This will include awareness of prisoners who have limited mobility and require walking aides.</p> <p>All Custodial Managers will receive local awareness training run by the security department regarding escort procedures. All ad hoc emergency escorts are assessed with the current requirement evidencing requirements for searching and assessment of level of restraints.</p>	The Governor	<p>October 2022</p> <p>October 2022</p> <p>October 2022</p>
7.18	Recommendation 3.40: Mandatory drug testing should be reinstated.	Agreed	<p>HMP Wayland will reinstate Mandatory Drug Testing (MDT). A working group has already been set up to oversee this and produce an action plan to monitor progress. As part of the reinstatement process, a dedicated MDT team of officers will be trained.</p>	The Governor	March 2024



			<p>A purpose-built location to conduct testing pending the opening of the new Care and Separation unit.</p> <p>The adjudication tariff for MDT failure will be reviewed and will include opportunity for rehabilitative awards.</p> <p>A regime review and reprofile will be completed annually as staffing levels improve, aiming to re-introduce MDT by March 2024, in line with staffing forecast.</p>		
7.19	<p>Recommendation 3.50: Prisoners at risk of self-harm or suicide should be given good support through the assessment, care in custody and teamwork (ACCT) process, and those self-isolating should be supported through discussing the reasons and working towards reintegration.</p>	Agreed	<p>All case managers will receive upskilling and training in ACCT version 6 with line managers and the Suicide and Self-Harm (SASH) manager conducting regular support sessions with staff and completing Quality Assurance checks to ensure ACCT quality is at the required standard and is consistent, will be conducted in line with national policy.</p> <p>The Isolating Individuals Policy will be reviewed to provide better and consistent management of prisoners isolating. The management process will be monitored closely with the SASH Manager.</p> <p>Residential managers will conduct Multi-Disciplinary Team meetings with all essential staff (i.e., chaplaincy, healthcare, substance misuse team, Keyworker, etc) when a prisoner is confirmed to be isolating to plan reintegration and decent, safe and progressive management.</p> <p>Monthly management reviews of individual cases will be held by the SASH manager where decisions will be made to ensure the wellbeing of the individual is appropriately prioritised. Reintegration will remain the focus of reviews, evidencing the steps being taken to support full reintegration to general location and regime.</p>	The Governor	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>December 2022</p>
7.20	<p>Recommendation 4.19: Food should be prepared and served in safe and hygienic conditions.</p>	Agreed	<p>A plan of maintenance for both kitchens has also been implemented with improvements currently taking place on the North Kitchen. This plan will include upgrades to the</p>	The Governor	December 2022



			<p>fabric of both kitchens, drainage, storage and include the purchase and installation of new equipment.</p> <p>The Duty Governor's observation and quality check logbook will be reviewed, to implement a daily check of food quality. Concerns will then be raised at the Governors morning meeting and addressed accordingly.</p> <p>The Heads of Residence will introduce assurance checks of the wing serveries to ensure food is served in a safe and hygienic condition.</p> <p>A feasibility study of the kitchen provision at HMP Wayland has been commissioned.</p>		<p>December 2022</p> <p>December 2022</p> <p>March 2023</p>
7.21	<p>Recommendation 4.43: The prison should explore the reasons why prisoners with disabilities feel unsafe and/or experience bullying, and address the issues that are identified.</p>	Agreed	<p>Prisoners with disabilities will be identified on arrival by healthcare staff. Reception staff will also complete a questionnaire with the prisoner to identify any immediate needs which will be shared with the induction unit. The Diversity &amp; Inclusion Lead, Healthcare and PC Lead for Disabilities will ensure good quality and consistent support is given. This will include a Personal Emergency Evacuation Plan (PEEP) being completed as part of the prisoner's induction process which will be communicated to residential staff to ensure they understand the support needed. If a prisoner on a PEEP is allocated to work the work area will be briefed on the support required. Guidance surrounding PEEP's will be shared with staff frequently. Regular assurance checks will be completed by the D&amp;I lead and will be reported at the monthly D&amp;I meeting.</p> <p>Each prisoner will be required to complete an education induction which involves a screener. This will identify prisoners with learning difficulties and other hidden disabilities. This data will be shared at the Diversity &amp; Inclusion Action Team (DIAT) and information regarding the number of prisoners receiving support.</p> <p>The introduction of a neurodiversity lead will provide support and guidance for staff and prisoners surrounding hidden disabilities</p>	The Governor	October 2022



			<p>Local questionnaires, surveys and forums will be conducted to explore the concerns raised and any identified risks will be identified and managed via an action plan to address specific risk. Information gathered will be analysed and points published to staff and prisoners via the digital platform in the form of minutes and Information to prisoners. Short videos will be produced also to enable those that may have learning difficulties or hidden disabilities to receive the information</p> <p>The Diversity lead will be encouraging prisoners to declare if they have a disability to allow identification and support to be put in place. Prisoners can submit an application, complete a referral form or inform any member of staff.</p>		<p>December 2022</p> <p>December 2022</p>
7.22	Recommendation 4.47: Prisoners should receive weekly corporate worship.	Agreed	Corporate worship was re-launched in April 2022 with the weekend services and Friday Prayers. Since May 2022, group worship was offered on a weekly basis to all faith groups.	The Governor	December 2022
7.23	Recommendation 4.73: Patients should be able to access all health services promptly, to improve attendance and reduce waiting times.	Agreed	<p>Healthcare is working collaboratively with the prison by sharing information on healthcare appointment data regarding 'Did Not Attends' and missed appointments. This information is emailed daily to residential staff for review. The prison will investigate reasons prisoners are not attending their appointments and the incentive policy will be used to encourage the attendance to healthcare appointments.</p> <p>A multi-departmental review will take place into the allocation and attendance of healthcare appointments. Following the review all identified actions will be implemented to improve the service, governance will be provided by the quarterly "Your Wellbeing Matters" committee meeting.</p> <p>The waiting list for Physiotherapy will be significantly reduced in the next quarter, an additional Physiotherapist</p>	<p>The Governor</p> <p>Healthcare</p>	<p>Completed</p> <p>December 2022</p>



			<p>has been secured to run clinic to reduce the waiting list. The Podiatrist waiting list is currently 22 patients, the practitioner has assured this will be reduced and this will be reviewed within the next quarter.</p> <p>The waiting list information will be added to the quarterly contract review meeting with our NHSE commissioners to highlight any enablement issues that may arise.</p>		<p>December 2022</p> <p>December 2022</p>
7.24	<p>Recommendation 4.89: The transfer of patients to hospital under the Mental Health Act should occur within agreed Department of Health timescales. (Repeated recommendation 2.92)</p>	Agreed	<p>HMPs and NHS England and Improvement are fully committed to the 28-day timeframe, working together to improve the transfer and remission process, ensure delays are reduced and avoid prison being used inappropriately. In the White Paper 'Reforming the Mental Health Act', the Government committed to introducing a new statutory time limit of 28 days for transfers from prison to mental health hospitals following the NHS England and Improvement Transfer and Remission Guidance published in June 2021, being properly embedded.</p> <p>Upon publication of the Guidance, <a href="#">NHS England » Guidance for the transfer and remission of adult prisoners and immigration removal centre detainees under the Mental Health Act 1983</a> NHS England and Improvement commenced an implementation programme including webinars and bespoke regional and provider focussed visits to ensure staff understand the changes made, key dates being monitored and escalation routes.</p> <p>NHS England and Improvement have also developed a new process for collecting and monitoring data on transfers. A data input portal has been running from April 2021, which enables providers to submit transfer and remission data. This is analysed to identify trends and areas where further improvement is needed to meet the 28-day timeframe set out in the guidance. Monitoring of the monthly data is ongoing and if timeframes are breached, targeted work will be carried out with local and regional teams and NHS</p>	NHS England	Completed



			<p>funded providers. This data is not published as it is not possible to do so without potentially identifying individual patients/prisoners due to the small numbers in each establishment. Access to relevant data is available to commissioners and providers.</p> <p>The NHS Long Term Plan describes policy for mental health services which includes investment into community mental health services and alternatives to admission, to try and reduce the need for mental health inpatient care. The aim is to improve throughput across the whole pathway and consequently ensure appropriate access to mental health inpatient services when required. Additional investment in mental health services, £1bn per year by 2023/24, supports the ambition within the Long-Term Plan.</p> <p>There is an adequate supply of adult secure beds. The focus is on improving efficiency across the whole pathway, i.e., ensuring appropriate lengths of stay, reducing transitions, and thereby improving throughput. This will make better use of existing capacity across the whole system, including the pathway to and from prison.</p> <p>For adult medium and low secure beds, the 15 Adult Secure NHS-led Provider Collaboratives play a lead role in managing the patient pathway and addressing the needs of their local population whilst also being involved in strategic national commissioning and preserving the integrity of the overall secure estate.</p>		
7.25	Recommendation 5.6: All prisoners should be able to access the library regularly and be consulted about what they need from it.	Agreed	<p>The Head of Reducing Reoffending will identify and implement ways to improve prisoner access to the library and put in place an assurance check to monitor consistency.</p> <p>HMP Wayland will introduce Library forums so that prisoners are consulted about what they need from the library and any improvements.</p>	The Governor	<p>March 2023</p> <p>March 2023</p>





7.26	Recommendation 6.25: Public protection monitoring should be timely and effective, to reduce the risks of harassment and further criminal activity.	Agreed	<p>Foreign language telephone call monitoring will now be completed by the Security department. Video calls monitoring will be completed by the Operations department.</p> <p>Since the inspection, a Public Protection (PP) clerk has been appointed. The full time PP clerk will now solely undertake all PP work, which will include the monitoring of completion of Multi Agency Public Protection Arrangement (MAPP), updating of Violent and Sex Offender Register (ViSOR) and quality assurance of pin phone monitoring.</p> <p>A public protection sift has now been created, the PP clerk will complete for all new receptions so that no prisoners requiring PP concerns are not missed. This is will provide a consistent and streamlined PP process.</p> <p>All new receptions will then have a completed Public Protection Interception Risk Assessment by the Prison Offender Manager and this will be monitored by the PP Clerk. Any not completed will be escalated to the Head of Offender Management Delivery.</p> <p>A focus on the terms of reference for the Inter-departmental Risk Management Team so that all mandatory attendees do attend.</p>	The Governor	<p>December 2022</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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Recommendations	
Agreed	26
Partly Agreed	0
Not Agreed	0
<b>Total</b>	<b>26</b>

