

HMP Woodhill – UN 28 Day Action Plan

Priority Theme	Actions	Owner(s)	Completion Date
<p>PRISON COMPLEXITY &amp; STAFFING</p>	<p>Complexity &amp; Capacity:</p> <ul style="list-style-type: none"> <li>Following operational assessments, the population at HMP Woodhill will be further temporarily reduced due to concerns about the risks to safety and stability. This will include targeted, intelligence-led transfers of prisoners who present disruptive risks to the good order of HMP Woodhill.</li> <li>To reduce the number of prisoners released from HMP Woodhill, HMPPS will support the establishment with more timely transfers to more suitable establishments who are resourced to meet prisoners' resettlement needs, subject to space availability.</li> <li>To ensure intensive co-ordinated support, HMP Woodhill will be assisted by the Prison Performance Support Programme (PPSP) for a minimum of 12 months. PPSP offers tailored support to a small number of prisons facing numerous and complex challenges to performance and includes the deployment of an Improvement Lead to the site.</li> </ul>	<p>HMPPS</p> <p>HMPPS</p> <p>PPSP</p>	<p>September 2023</p> <p>September 2023</p> <p>October 2023</p>
	<p>Recruitment:</p> <ul style="list-style-type: none"> <li>An improved national recruitment campaign, with enhanced communications and marketing, was launched in late September with challenging sites including HMP Woodhill being targeted for the highest level of support. It aims to drive awareness and interest in frontline roles thereby increasing applications, whilst also building pride and confidence among staff with the aim of improving retention.</li> <li>HMP Woodhill remains one of the highest priority prisons for recruitment marketing, receiving the highest level of budget spending per month. Marketing channels will be broadened further to drive increased application rates, specifically additional advertising on job sites and social media channels.</li> <li>HMP Woodhill will be given a higher priority to benefit from incentivised recruitment schemes in which new Prison Officers will move temporarily for the first 23 months of their service to reduce the prison's vacancy</li> </ul>	<p>MOJ Group Resourcing</p> <p>MOJ Group Resourcing</p> <p>MOJ Group Resourcing</p>	<p>Complete</p> <p>October 2023</p> <p>October 2023</p>

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	<p>position. Where candidates have expressed an interest in working at HMP Woodhill as one of their preferences, allocation to HMP Woodhill will be given higher priority over other sites to improve the numbers of new starters.</p>		
	<p>Staff Retention &amp; Wellbeing:</p> <ul style="list-style-type: none"> <li>• Attrition rates will continue to be tracked, conducting exit interviews and analysing exit data to ascertain the impact of the recently announced pay award and other factors affecting retention rates.</li> <li>• An enhanced Human Resources (HR) Casework Service, including Technical Consultancy, will be commissioned. Specialised HR Casework Service will include provision of a named HR Case Manager who will be responsible for all cases in HMP Woodhill providing timely and consistent support to line managers and the Senior Leadership Team (SLT).</li> <li>• A series of masterclasses will be facilitated for first line managers at HMP Woodhill to enhance leadership and confidence. Masterclasses will be linked to the Governor’s direction on leadership, the vision and underpinning mission statements for HMP Woodhill.</li> <li>• As part of HMP Woodhill’s ‘Value Our People’ commitment, Director of Security (DoS) Psychology Team will commence weekly clinical supervision sessions from October, with priority initially for Band 3 and 4 operational staff on residential wings. Training on the aggression-coercion model will be provided to the SLT and the Custodial Management group.</li> <li>• HMP Woodhill will commence delivery of People Asset Management Assist workshops which are designed to create a work environment that supports and promotes employee health and wellbeing.</li> </ul>	<p>MOJ Group Resourcing</p> <p>MOJ Group Resourcing</p> <p>PPSP</p> <p>Governor / DoS Psychology</p> <p>Governor / Regional HR</p>	<p>Complete</p> <p>December 2023</p> <p>October 2023</p> <p>March 2024</p> <p>November 2023</p>
<p>SAFETY</p>	<p>Support for prisoners at risk of harm to self and others:</p> <ul style="list-style-type: none"> <li>• A Directorate-wide Strategic Lead will be allocated to co-ordinate a sequenced national package of improvements across safety/security/substance misuse at HMP Woodhill.</li> </ul>	<p>DoS / NST / SMG</p>	<p>October 2023</p>

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<ul style="list-style-type: none"> <li>• The Safety Team will be strengthened to include an additional 2 x Band 5, 1 x Band 4 and 1 x Band 3 for a period of 24 months to help stabilise the establishment.</li> <li>• Work to further understand and address the drivers of self-harm and violence, including identifying the reasons that are leading prisoners to isolate, will be undertaken by the National Safety Team (NST), with support from PPSP. This will include undertaking focus groups with prisoners and staff.</li> <li>• Coaching and upskilling will be provided by the Group Safety Team to strengthen the defensible decision process for prisoners on Assessment, Care in Custody and Teamwork (ACCT) who are located in the segregation unit.</li> <li>• Upskilling for staff and Challenge Support Intervention Plan (CSIP) case managers will be provided to improve the response to violence.</li> <li>• To build knowledge, confidence and capability and improve practice in the investigation of violence and use of CSIP and ACCT, 2 additional temporary Band 4 staff will be recruited for a minimum of 18 months to act as CSIP and ACCT floorwalkers.</li> <li>• The induction process has been reviewed and now includes an information booklet to provide a more comprehensive introduction to HMP Woodhill where staffing levels do not currently allow for the full induction to run uninterrupted.</li> <li>• Appropriate local management information will be reviewed to improve assurance of cell call bell times. Formal covert testing will be introduced and a system to ensure that staff prioritise the response to cell bells for those prisoners subject to ACCT procedures.</li> </ul>	Governor / NST	November 2023
	NST / PPSP	December 2023
	Group Safety Team	December 2023
	NST	November 2023
	NST	December 2023
	Governor	Complete
	Governor	October 2023

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	<p>Substance Misuse:</p> <ul style="list-style-type: none"> <li>• A Drug Strategy Lead will be recruited to the establishment Safety Team for a minimum of 12 months to coordinate the required improvements and ensure join-up work with security and safety colleagues.</li> <li>• DoS Psychology Team will pair an experienced psychologist with the Drug Strategy Lead to support a psychologically informed approach to this area.</li> <li>• A resilience assessment will be conducted of the local drug strategy and its delivery (restricting supply, reducing demand, and building recovery), providing specialist advice, sharing good practice and identifying areas of further improvement.</li> </ul>	<p>Governor / SMG</p> <p>DoS Psychology</p> <p>SMG</p>	<p>November 2023</p> <p>October 2023</p> <p>November 2023</p>
	<p>Keyword:</p> <ul style="list-style-type: none"> <li>• A plan to reintroduce keyword will be developed, this will initially target the most vulnerable prisoners and will scale up as trained resource becomes routinely available.</li> </ul>	<p>Governor</p>	<p>October 2023</p>
	<p>Use of Force:</p> <ul style="list-style-type: none"> <li>• A new weekly multi-disciplinary Use of Force (UoF) scrutiny panel will review all UoF from the previous week including CCTV footage, Body Worn Video Camera (BWVC) and written reports.</li> <li>• A full-time trained UoF Coordinator will be recruited on a minimum 12 month temporary basis, to support staff, conduct incident de-briefs and timely reviews.</li> <li>• An external expert specialist psychologist from Merseyside NHS Trust will provide consultancy to the establishment on UoF introducing the 'No Force First' initiative which has proved successful within High Security Hospitals. New learning will be incorporated into future UoF training at HMP Woodhill.</li> </ul>	<p>Governor</p> <p>Governor / SMG</p> <p>DoS Psychology</p>	<p>October 2023</p> <p>November 2023</p> <p>December 2023</p>

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	<p>Prisoner behaviour:</p> <ul style="list-style-type: none"> <li>• A visit will be undertaken to HMP Swansea to gather learning and good practice in managing compliance to inform a future Incentives Policy. This work will be supported by PPSP.</li> </ul>	Governor / PPSP	October 2023
RESPECT	<p>Living Conditions:</p> <ul style="list-style-type: none"> <li>• A temporary Clean and Decent Lead has been identified to oversee and assure improvements in the prison environment for a minimum period of 12 months. A Clean and Decent Quality Assurance process will be developed to ensure that expected standards of cleanliness are being carried out.</li> <li>• A cell condition survey will be undertaken to include damaged sanitary ware, broken windows and painting refurbishment with a programme of repairs costed and projected work timescales agreed with Government Facility Services Limited (GFSL).</li> <li>• GFSL will undertake a deep clean of communal areas, including areas at height.</li> <li>• A review of residential unit-based risk assessments will be carried out to allow prisoners employed as cleaners to be unlocked to carry out cleaning activity for every session throughout the week. New cleaning schedules will be set, provided to cleaners and residential unit staff and adherence to them will be closely monitored.</li> <li>• An in-house Industrial Cleaning Instructor will deliver Industrial Cleaning training by the end of December across all main wings. Industrial cleaning machines have been purchased and prisoners will undertake the relevant accredited training.</li> <li>• Painting supplies will be replenished, and an establishment-wide painting programme of communal areas and cells will commence in October 2023.</li> <li>• Shower Screens will be installed on the 3 remaining units and a full review of the ventilation and drainage of all shower blocks will be undertaken,</li> </ul>	<p>Governor</p> <p>Governor / MOJ Property Directorate</p> <p>GFSL</p> <p>Governor</p> <p>Governor</p> <p>MOJ Property Directorate</p> <p>MOJ Property Directorate</p>	<p>October 2023</p> <p>November 2023</p> <p>October 2023</p> <p>October 2023</p> <p>December 2023</p> <p>October 2023</p> <p>December 2023</p>

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	<p>including remedial action as an interim measure prior to a full Shower Refurbishment Project.</p>		
	<p>Prisoner Consultation:</p> <ul style="list-style-type: none"> <li>• The complaints system will be improved to ensure that prisoners have good access to relevant templates and information and that all complaints are dealt with within 5 working days. A Single Point of Contact (SPOC) has been identified to support the senior team in regular and robust Quality Assurance (QA) of complaint responses.</li> <li>• HMP Woodhill is working with Food Behind Bars (an external charity) and the regional catering manager to hold focus groups with prisoners to redesign menus to ensure food is both nutritional and responsive to the diverse needs of the establishment.</li> <li>• DoS Psychology Team will lead on the development of a new communication strategy to improve communication across the establishment including adaptations for those with neurodiverse needs.</li> <li>• On wing electronic information screens will be made more widely available for all managers to upload and update information for prisoners to access more frequently.</li> </ul>	<p>Governor</p> <p>Governor</p> <p>DoS Psychology</p> <p>Governor</p>	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>January 2024</p>
<p>PURPOSEFUL ACTIVITY:</p>	<p>Time out of cell:</p> <ul style="list-style-type: none"> <li>• Public Sector Prison Industries (PSPI) will lead a review of work provision and allocation/movement processes at HMP Woodhill to ensure appropriate provision and that the number of prisoners accessing available activity places is maximised.</li> <li>• The newly created post of the Education, Skills and Work (ESW) manager has commenced in post and will lead on delivering the 5-year Prison Education, Skills and Work Quality Improvement Strategy (QIS) (Autumn 2023 – 2028). The strategy will contain an action plan which will identify and drive improvement.</li> </ul>	<p>Governor / PSPI</p> <p>Governor</p>	<p>October 2023</p> <p>Complete</p>

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	<ul style="list-style-type: none"> <li>The Head of ESW in collaboration with the Librarian will set up reading corners across the prison with content rotating periodically. Mobile libraries will operate across all wings and workshop instructors now take prisoners directly to the library bi-weekly from their current activity session, reducing reliance on wing officers.</li> </ul>	Governor	October 2023
REHABILITATION AND RELEASE PLANNING	<p>Reducing risk, supporting rehabilitation and progression:</p> <ul style="list-style-type: none"> <li>An establishment-wide needs analysis will be undertaken with support and guidance provided by the Insights and the Rehabilitation System Team to better understand the needs of the population at HMP Woodhill and identify services and the resource that best meets the identified needs. Based on the findings, HMP Woodhill will explore what opportunities are available for prisoners to demonstrate a reduction in risk and progress towards release during a restricted regime.</li> <li>The National Offender Management in Custody (OMiC) Team will develop in collaboration with the establishment a prioritisation plan, including the implementation of the Case Management Support model, to improve sentence management, including pre-release activity.</li> <li>A new Probation Prison Offender Manager (POM) will join the Offender Management Unit (OMU) and 2 HMP Woodhill Prison Officers will take up posts as non-operational Prison POMs as part of the Case Management Support, in response to the ongoing Probation POM vacancies.</li> <li>As identified within 'Prison Complexity &amp; Staffing' section, action will be taken to reduce the number of prisoners discharged from HMP Woodhill. As an interim measure, the HMP Bullingdon Pre-Release Team now provide a remote service to HMP Woodhill offering advice and support on pre-release planning and availability of Commissioned Rehabilitative Services (CRS) at the request of the Community Offender Manager (COM) and POM.</li> </ul>	<p>Governor / Insights and the Rehabilitation System Team</p> <p>Governor / OMiC</p> <p>Governor</p> <p>HMPPS / South Central Probation Region</p>	<p>October 2023</p> <p>October 2023</p> <p>October 2023</p> <p>Complete</p>