



HM Prison &
Probation Service

Action Plan: HMP Woodhill

Action Plan Submitted: 14th December 2023

A Response to the HMIP Inspection: 14th – 25th August 2023

Report Published: 28th November 2023

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: [HMCIP REPORT](#)

ESTABLISHMENT: HMP WOODHILL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	A severe shortage of officers was the fundamental strategic challenge facing the prison. It undermined almost all elements of delivery and limited the amount of time unlocked for prisoners, their access to activities and the care they received.	<p>The population at HMP Woodhill has been further temporarily reduced, with Detached Duty support continuing, in response to the ongoing shortages of prison officers. The establishment has been identified for inclusion in the Prison Performance Support Programme (PPSP) to help deliver sustainable performance improvements.</p> <p>HMP Woodhill will work with HMPPS and stakeholders to take forward the following initiatives to improve the attractiveness of the prison as an employer of choice within a competitive local labour market:</p> <ul style="list-style-type: none"> A HMP Woodhill marketing strategy will be developed and implemented with improved targeted advertising and representation at local recruitment events. The use of recently purchased virtual reality technology, will enhance potential candidates experience, providing the opportunity to visualise what it would feel and look like working in the prison. Commence meetings with local stakeholders including the Department of Work and Pensions, Job Centre and local colleges to foster links. This will include outreach support to 	<p>Director of Security / PPSP</p> <p>Governor</p>	<p>Ongoing</p> <p>January 2024</p> <p>Complete</p>



		<p>a selection of potential candidates and preparation for Open Days throughout 2024.</p> <ul style="list-style-type: none"> • 'Onboarding days' will commence, run by the new Learning and Capability Manager and new colleague mentors, to improve communication and support during the vetting and pre-employment checks. • The colleague mentors' team will be increased over the next 12 months by a further two mentors to ensure adequate support is in place for an anticipated increase in the number of new staff joining. • A new localised prison officer training course has commenced at HMP Woodhill reducing travel implications and allowing content to be more focused on HMP Woodhill. <p>To improve staff retention HMP Woodhill will:</p> <ul style="list-style-type: none"> • Review the staff induction process to ensure appropriately sequenced support is provided throughout the induction period. • Run a series of staff wellbeing 'masterclasses' sourced via People Asset Management Assist, focusing on themes raised in exit interviews. • Supervision sessions for groups of staff to explore staff wellbeing, facilitated by the Regional Psychology Team will commence in January 2024. 	Governor	<p>April 2024</p> <p>April 2024</p> <p>Complete</p> <p>January 24</p> <p>July 2024</p> <p>January 2024</p>
2	Levels of violence between prisoners and against staff were among the highest for any prison in England and Wales. An inexperienced staff group lacked the confidence to challenge poor behaviour by prisoners and there were too few incentives throughout the prison to promote	The National Safety Team (NST) have facilitated forums with staff and prisoners to explore trends, drivers and solutions to reduce violence. The findings from these forums will be analysed and presented in a report which will inform the 'Keep the Peace' Strategy.	NST	December 2023



<p>pro-social behaviour. The widespread availability of illicit drugs was also a significant causal factor.</p>	<p>A 'Keep the Peace' Strategy will be implemented which includes mediation training for staff and prisoners and the allocation of designated 'peace promoters'.</p>	Governor	February 2024
	<p>The local Safer Custody Team (SCT) will be temporarily increased to include an additional two safer custody 'floor walkers' to provide 'on the job' upskilling around Challenge, Support and Intervention Plan (CSIP) processes and Key Work.</p>	Governor	December 2023
	<p>Local CSIP investigation training will be offered with quality assurance completed by a combination of managers and safety team members to provide improved governance of CSIPs.</p>	Governor	January 2024
	<p>The Regional Safety Team (RST) will review the weekly Safety Intervention Meeting (SIM) to increase its effectiveness both in terms of attendance and actions.</p>	RST	January 2024
	<p>The local Incentives Policy (IP) has been reviewed incorporating feedback from both staff and prisoners to provide clear boundaries and consequences to poor behaviour; and a greater distinction between incentive levels, including improved timeliness of reviews.</p>	Governor	Complete
	<p>The use of 'One Page Plans' will be increased to assist staff to better understand and manage complex prisoners. Regular attendance by psychology staff at case reviews will support the upskilling of case co-ordinators in addressing risks and setting appropriate actions.</p>	Governor	January 2024
	<p>Specific work to address confidence in staff to address low level poor behaviour will be discussed across a range of platforms</p>	Governor	Complete



		<p>including focus groups, staff training, the Prison Council, Five Minute Intervention (FMI) upskilling and a relaunched Key Worker initiative (see priority concern 6).</p> <p>A temporary Custodial Manager has been assigned to House Unit 1 and House Unit 4 to improve the visibility of leadership and support residential staff challenging poor behaviour.</p> <p>A review of the Regime Management Plan (RMP) and Core Day will adjust staffing levels and responsibilities on residential units to provide peer support for prison officers when challenging prisoners, undertaking Key Work and supervision of structured on wing activities.</p> <p>Drug supply and ingress routes will be tackled with the following initiatives:</p> <ul style="list-style-type: none"> • The Drug Strategy has been reviewed to include a whole prison approach with a focus on reducing demand, and supply as well as supporting recovery. • A capital bid has been submitted for Closed Circuit Television (CCTV) in the visits area to be reviewed and repaired. • Training for all staff working in the visits and gate areas, including the visits CCTV operator, to ensure supervision of visits is proactive and dynamic. • Staffing levels across residential areas and within the dedicated search team have been increased to meet the requirements of the Local Security Strategy searching matrix. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>December 2023</p> <p>Complete</p> <p>Complete</p> <p>February 2024</p> <p>February 2024</p>
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		<ul style="list-style-type: none"> • The drug testing process will be reviewed, and a local protocol developed to outline the response and supportive measures to a positive test. • More staff searches will be completed at irregular and non-standard times using intelligence-based information. • Residential staff will be trained in how to confidently respond to illicit items being thrown over the wall as per local protocol. • Testing of incoming mail and the promotion of the email a prisoner service. 		<p>January 2024</p> <p>February 2024</p> <p>January 2024</p> <p>Complete</p>
3	Levels of self-harm were the highest in the adult male estate. The care and support given to those in crisis was not consistently good enough.	<p>The NST and RST have reviewed HMP Woodhill's Assessment, Care in Custody and Teamwork (ACCT) documents and identified common trends throughout the establishment. This information has been used to create a bespoke ACCT case co-ordinator refresher training which will be delivered locally on training days.</p> <p>The NST have facilitated forums with staff and prisoners to explore trends, drivers and solutions to reduce self-harm.</p> <p>An additional Custodial Manager and Supervising Officer will be allocated to the local SCT to deliver training and carry out ACCT quality assurance.</p> <p>Duty Governors will quality assure an additional 10% of ACCT documents each week until sustained improvements in quality have been met. Identified issues will be monitored and escalated via the local SCT who will deliver coaching and mentoring.</p>	<p>NST / RST</p> <p>NST</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>January 2024</p>



		<p>A capital bid has been submitted for two further constant watch gated cell doors to increase availability of constant watch cells on ordinary location.</p> <p>The use of 'One Page Plans' will be increased to assist staff to better understand and manage self-harm. Regular attendance by psychology staff at Case Reviews will support the upskilling of case co-ordinators in addressing risks and setting appropriate actions. The outcomes will be reflected within the monthly Safety Committee meeting minutes.</p> <p>A new 'no-one walks past a cell-bell' initiative will be rolled out with funding secured for cell bell fobs to be issued to all prisoner-facing staff to improve the timeliness of cell bells being answered.</p> <p>The Head of Residence will undertake weekly inspections of House Units to ensure safety standards are being maintained, including the timely answering of cell bells and the transparency of observation panels.</p> <p>Staff briefings have been held to raise awareness of the Listener scheme. The scheme was relaunched with enhanced signage and communication for prisoners, including within the revised induction booklet.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>December 2023</p> <p>December 2023</p> <p>December 2023</p> <p>Complete</p>
4	Prisoners spent far too long locked up. The regime was not working, with activities regularly cancelled, so that even employed prisoners were frequently locked up for more than 21	The Core Day and RMP has been reviewed, in line with the target population following decant, to maximise prison activity in line with 'unlock with purpose'. The review prioritised opening of activity areas daily and ensuring prisoners can attend delegated activities, increasing time out of cell for all employed prisoners	Governor	January 2024



	hours each day. At weekends all prisoners were locked up for almost all the time.	and increasing time out of cell on weekends for all prisoners. Monthly reviews of the Core Day and RMP will be undertaken following implementation, to gain assurance that the regime is effective and delivering increased activity opportunities and increased time out of cell.		
5	The education curriculum delivered was not sufficiently ambitious or challenging to meet the needs of the prison population.	<p>A needs analysis has been undertaken to ensure the curriculum meets the needs of the current population; this included a learner voice survey. As part of this, specific work was undertaken to identify where workplaces can better match with accredited vocational training.</p> <p>Prisoners at Level 2/3 or above will be considered for distance learning as part of a sequenced process starting at induction to take into account any prior learning. Promotional material for distance learning and Open University will be reviewed to ensure it is fit for purpose and provides information and support.</p> <p>A Delivery Plan for the education and training curriculum will be completed including an intent statement that clearly explains how HMP Woodhill will develop and implement an ambitious and coherent education and training curriculum. Once the revised education and training curriculum has been implemented it will be reviewed quarterly at Quality Improvement Group (QIG) meetings during 2024 to ensure it is meeting the needs of the population.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>January 2024</p> <p>April 2024</p>
6	Many prisoners were frustrated about the lack of opportunities to progress in their sentence. Contact between prison offender managers and	The Head of Reducing Reoffending in collaboration with the Offender Management Unit (OMU), Psychology Team and Education department will develop a 'Passport Pathway' to identify all activities currently on offer at HMP Woodhill. This will	Governor	April 2024



	<p>prisoners was sporadic and key work was non-existent.</p>	<p>link to a prison wide needs analysis and inform decisions being taken in the RMP and Core Day review. Where additional needs are identified through sentence planning which cannot be met at HMP Woodhill, the Prison Offender Manager (POM) will explore potential transfer opportunities.</p> <p>The HMP Woodhill OMU Action Plan will be reviewed to agree targets of POM to prisoner contact. Delivery will be tracked during POM supervision sessions with the Head of Offender Management Delivery (HOMD).</p> <p>Monthly OMU clinics will be held on each House Unit to provide greater access to, and visibility of POMs.</p> <p>HMP Woodhill has a long-term commitment to the full and consistent delivery of Key Work as staffing levels improve. As an interim measure, programmes staff are delivering Key Work sessions with 'priority' prisoners (including but not limited to those on ACCTs/CSIP/Segregated/) until January 2024.</p> <p>Key Work will be re-launched under a new temporary Key Work Lead, with a structured programme to upskill Key Workers, increase confidence and improve staff/prisoner relationships. Key Work delivery will be targeted and monitored through the RMP and Safety meetings, to ensure that the resource available is prioritised to the greatest need. This will include the use of the local SCT to provide Key Work to the most complex and vulnerable prisoners.</p> <p>Key Work delivery completions will be shared with Residential Managers and themes discussed at the morning briefings. The</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2023</p> <p>Complete</p> <p>Complete</p> <p>January 2024</p> <p>January 2024</p>
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		Key Worker Delivery Lead will complete quality assurance on a minimum sample of entries (10%).		
	Key concerns			
7	Early days arrangements were not good enough. Reception and first night processes were weak and induction was very poor.	<p>A full 'bus to bed' review will take place across reception and induction, in consultation with prisoner peer representatives. This review will consider the impact of initial visual impressions, the physical environment, messages given by notices, and the welcome given by staff. The results will inform the Senior Leadership Team (SLT) of staff and prisoner perceptions of these areas. This will inform an improvement plan, including a full deep clean and repaint of the Reception area.</p> <p>First Night Centre staff will be relocated to the Reception area to assist with new receptions, this will include property and initial first night information.</p> <p>The requirement and identification of prisoners requiring first night checks will be included as part of the handover between day and night staff. Completion of the first night checks will be monitored by the night orderly officer.</p> <p>Induction Unit peer mentor roles and expectations will be reviewed to include follow up support, information and guidance that reinforces the information provided at induction. New 'room ready' representatives will support staff to ensure accommodation is clean, fully furnished, and ready for occupancy.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>April 2024</p> <p>January 2024</p> <p>January 2024</p>



		<p>Healthcare screenings now take place in private in Reception or on the Early Days unit where all risk assessments are completed and recorded.</p> <p>A timetable of Induction delivery will be developed and progress through the induction modules will be recorded on a central database and monitored for each prisoner. This will ensure that once the full induction has been completed, prisoners can be moved to their normal location and have full access to the regime.</p> <p>A prisoner induction booklet containing follow-up information and 'how to' guides, for example how to use the kiosk, will be produced in consultation with prisoners. These will be produced in line with Easy Read principles and the use of visual aids.</p>	<p>Head of Healthcare</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>February 2024</p> <p>January 2024</p>
8	<p>The amount of force used by staff on prisoners was very high. There was too little scrutiny for leaders to be confident that all use of force was justified.</p>	<p>A new weekly Use of Force (UoF) scrutiny meeting has been launched and is chaired by the Head of UoF, with a multi-disciplinary membership. All Body Worn Video Camera (BWVC) evidence from the preceding week is viewed for all UoF and lessons learned identified during the meeting, including the importance of early activation. Ongoing additional staff briefings will be delivered to remind staff of the importance of early activation of BWVC's both as a de-escalation technique and part of their personal protective equipment (PPE).</p> <p>Learning from the monitoring of incidents will be used by Control and Restraint (C&R) Instructors/Coordinators during refresher training to better inform staff when the UoF is necessary and proportionate with the aim of reducing the overall number of occasions force is used.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete ongoing</p>



		As an extra layer of assurance, the Governor, Deputy Governor or Head of Function, now check 10% of all incidents of UoF (both planned and spontaneous) throughout the month.	Governor	Complete
9	Too many prisoners were segregated for excessive periods, in rundown conditions, with access to only a limited regime and little reintegration planning.	<p>The Segregation Unit regime has been reviewed in line with the RMP and Core Day review.</p> <p>A Reintegration Policy has been produced with a focus on encouraging prisoners to reintegrate during their Good Order and Discipline (GOOD) boards and explore opportunities for some prisoners to attend activities such as the library or corporate worship as part of reintegrating. Individual behaviour targets to allow prisoners to return to normal location will be set at the earliest opportunity and reviewed at each GOOD Review Board. Monthly Governance checks will be completed by the Head of Safer Custody.</p> <p>A new SLT escalation process has been introduced to review prisoners segregated on GOOD for more than 28 days to consider any additional interventions or support to explore re-integration routes.</p> <p>As an interim measure, programmes staff are delivering Key Work sessions with 'priority' prisoners (including but not limited to those on ACCTs/CSIP/Segregated/) until January 2024 when Key Work across the establishment is relaunched.</p> <p>Government Facility Services Limited (GFSL) will commission an external contractor to undertake a deep clean exercise of the Segregation Unit.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>GFSL</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>February 2024</p>



		<p>Cleaning schedules in the Segregation Unit have been reviewed by the new Clean and Decency Lead with Custodial Managers now undertaking weekly quality assurance checks.</p> <p>Funding has been secured for the flooring in the Segregation Unit to be replaced with work scheduled to commence in January 2024.</p>	<p>GFSL</p> <p>GFSL</p>	<p>Complete</p> <p>January 2024</p>
10	Applications, complaints and consultation processes were weak, and access to basic amenities was poor.	<p>To promote a more collaborative culture and improve prisoners living experiences, the Core Day has been reviewed to align better space for structured on wing consultation. Weekly prisoner forums have been introduced to discuss a range of topics including food, equalities and access to basic amenities.</p> <p>Feedback and consultation relating to applications, complaints and weekly forums will be explored at the monthly Prisoner Council, chaired by the Governor or Deputy Governor.</p> <p>To improve the effectiveness of the complaints system HMP Woodhill will:</p> <ul style="list-style-type: none"> • Implement a new tracking system to ensure that complaint responses are returned to prisoners in a timely manner. • Monitor outstanding complaint responses through the Business Hub with any overdue responses communicated to a new Single Point of Contact (SPoC) on each House Unit. • Implement a new quality assurance framework in which the Business Hub will generate a random 10% of complaint responses and assign to the SLT to quality assure, to include feedback to the respondents. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>January 2024</p>



		<p>The Head of Healthcare has reviewed the healthcare complaints process, ensuring the regular replenishment of complaint forms and renewed signage and communications to prisoners on how to raise healthcare related complaints.</p> <p>New in-cell technology will enable prisoners to access and submit applications and complaints electronically greatly speeding up allocation and reallocation to departments for responses. Those prisoners who do not want to use in-cell technology will be able to access the same processes via the wing-based kiosks while unlocked.</p>	<p>Head of Healthcare</p> <p>Governor</p>	<p>Complete</p> <p>February 2024</p>
11	Prisoners who were acutely unwell, including those who had taken an overdose of illicit drugs and were assessed as an emergency, were not receiving care that met the national guidelines for clinical monitoring or escalation of concerns.	The Head of Healthcare has updated guidance to reflect NEWS2 (A nationally recognised tool used to monitor deteriorating patients), including the Illicit Substance Misuse Guidance. Local protocols and documents have been updated and all healthcare staff have now been trained on the revised guidance.	Head of Healthcare	Complete
12	Prisoners did not have up-to-date assessments of their medication risks and needs, and the queues at the dispensing hatch were not properly supervised. There was therefore loss of confidentiality and a risk of diversion.	<p>A review of in possession medication risk assessments for all prisoner's currently prescribed medication has been undertaken and assessments are now accessible on the new computer system, with training provided.</p> <p>The Head of Healthcare has implemented a new system to ensure all in possession risk assessments are reviewed within a 12-month framework. These risk assessments can be reviewed earlier should there be a clinical need.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>Complete</p> <p>Complete</p>



		<p>Biometric dispensing medication cabinets for those who have in-possession status will be piloted on House Unit 1 and House Unit 3.</p> <p>Prison officers are detailed to supervise the medication queues and have been provided with a job description to follow, including maintaining an orderly queue. Management assurance checks will be completed weekly to ensure this is taking place.</p>	<p>Head of Healthcare / Governor</p> <p>Governor</p>	<p>January 2024</p> <p>Complete</p>
13	<p>Too few prisoners had sufficient opportunity to raise their levels of skill in English and mathematics, and those with complex needs or with learning difficulties and/or disabilities were not given the necessary support.</p>	<p>An exercise will be undertaken to identify the current population educational levels. Following this, the current curriculum will be reviewed to ensure it meets the needs of the population.</p> <p>The Education Provider and the Head of Education, Skills and Work (ESW) will improve the English and mathematical curriculum by:</p> <ul style="list-style-type: none"> • Monitoring waiting lists at the weekly Prison Education Framework meetings, to ensure that needs are met in a timely fashion that facilitate progression onto future courses. • Improving the use of diagnostic assessment to allow for individual learning plans (ILP's) to be implemented and with stretch and progression focus for learners. • The ESW needs analysis will be reviewed annually to determine if the Annual Delivery Plan (ADP) is increasing prisoner attainment levels and reducing waiting times in English and mathematics through increased outreach provision. • The Education Provider will recruit in line with the ADP to ensure there are sufficient staff to deliver the contract. 	<p>Governor</p> <p>Governor</p>	<p>April 2024</p> <p>Complete</p> <p>Complete</p> <p>April 2024</p> <p>April 2024</p>



	<ul style="list-style-type: none"> Improvements and progress in English and mathematics, including allocation and attendance, will be monitored, and tracked at the monthly QIG. <p>The Head of ESW will improve the support for emergent readers by:</p> <ul style="list-style-type: none"> Reviewing and re-launching the Shannon Trust programme and ensuring mentors support learners in the workplace and on the House Units. Designing a new structure, process, and Reading Strategy that will be circulated throughout the establishment to advertise the service to staff and prisoners, so they know how to refer or signpost emergent readers. 		December 2023
		Governor	January 2024
			January 2024
	<p>The Library has now reopened with additional initiatives in place to improve prisoners access to reading material including the virtual library and reading corners.</p>	Governor	Complete
	<p>All neurodivergent prisoners and conditions will be tracked on a central database which will enable staff across the establishment to understand an individuals' additional needs.</p>	Governor	Complete
	<p>The Neurodiversity Support Manager will become a permanent addition to all future employment board meetings. This will drive the importance of supporting the neurodiverse cohort and ensure pathways, education and employment opportunities are appropriate.</p>	Governor	Complete
	<p>The Neurodiversity Support Manager will conduct a review of whether the establishment meets the needs of a neurodiverse population, this will include seeking staff and prisoner feedback</p>	Governor	Complete



		through holding focus groups. An action plan will be developed to address the findings, which will include additional staff awareness sessions and training for specific peer mentor roles.		
14	Insufficient purposeful activity was offered to occupy prisoners fully for the core week and punctuality at the activity sessions that did take place was poor.	<p>A review of the Core Day and RMP has been undertaken, in line with the target population following decant, to maximise prison activity in line with 'unlock with purpose' and considered innovative ways of achieving full implementation once the decant work is completed. The review has prioritised opening of activity areas daily and ensuring prisoners can attend delegated activities, increasing time out of cell for all employed prisoners and increasing time out of cell on weekends for all prisoners. Monthly reviews of the Core Day and RMP will be undertaken following implementation, to gain assurance that the regime is effective and delivering increased activity opportunities and increased time out of cell.</p> <p>The Heads of Residence and Services and Head of ESW will improve attendance and punctuality at activities by:</p> <ul style="list-style-type: none"> • Reviewing the Working Attendance Policy, to set clear expectations to prisoners and staff regarding regime attendance. • Centralising the allocations list to ensure activity places are being maximised and identify where sessions are routinely running low on numbers by giving autonomy over the roll on/roll off process and can keep all allocations to a maximum. • Utilising the IP scheme to address general non-attendance at activities in the first instance and greater sanctions where there is continued non-attendance (including the adjudication process). 	Governor	Complete
			Governor	Complete
				Complete
				January 2024



		<ul style="list-style-type: none"> Changing the way attendance is recorded, allowing the Head of Reducing Reoffending to better understand the drivers for non-attendance at activities so appropriate actions can be put in place to address them. 		December 2023
15	The careers information, advice and guidance arrangements were insufficient to provide prisoners with the help they needed to make informed and realistic decisions about their futures.	<p>The careers information, advice and guidance (CIAG) service at HMP Woodhill has been reviewed by the Director at Acorn who now chairs a TEAMS meeting on a weekly basis to drive performance and ensure the contract is being delivered.</p> <p>The ESW function will perform weekly quality assurance checks on the CIAG service to improve the quality of the advice provided. This will inform a monthly performance meeting with the CIAG provider senior team who report on key performance indicators.</p> <p>Prisoner mentors for Information advice and guidance (PIAGS) will be identified, interviewed and trained to promote and support the CIAG service, allowing more prisoners to receive pre-release information advice and guidance.</p>	<p>Acorn Director</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>January 2024</p>
16	Public protection telephone monitoring arrangements were weak.	A review of local public protection telephone and mail monitoring measures has taken place, including the implementation of a new public protection screening proforma for all new receptions and a central recording log accessible by all relevant staff.	Governor	Complete

