



HM Prison &  
Probation Service

Action Plan: HMP Wymott

Action Plan Submitted: 8 April 2024

A Response to the HMIP Inspection: 11 - 21 December 2023

Report Published: 3 April 2024

## 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 WYMOTT

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>A significant number of officers were not available for operational duty on the wings.</b> As a result, the regime was restricted, activities and appointments were cancelled or curtailed, and specialist work was adversely affected.	<p>HMP Wymott will continue to enhance the effectiveness of absence management policies and procedures to create a robust system for managing sick absence and those staff on restricted duties. The establishment now collate data on individual staff absence and attendance to help gain insights into any underlying issues and help identify potential interventions. These are reviewed at the weekly attendance management meetings, and appropriate action taken forward by managers. Progress is measured through regular performance meetings, where sickness absence trends are reviewed and discussed.</p> <p>The establishment have completed a review of the restricted duties local protocol to ensure that all staff requiring a period of restricted duties are done so appropriately, proportionally and in a way that maximises their contribution to officer tasks where this can safely be carried out. This will be measured by seeing a reduction of the number of sick leave and restricted duties cases that are impacting on the effective delivery of a full regime.</p> <p>A structured system for conducting and monitoring regular one-to-one conversations between managers and staff will be further developed. Conversations will include a focus on identifying any ill-health related problems, at the earliest opportunity. By improving regular one-to-one conversations, the organisation can foster open communication, identify potential issues early, and provide timely support to staff, ultimately improving overall workforce health and productivity. Completion rates and effectiveness of the conversations will be monitored by the Deputy Governor and the Head of Business Assurance by conducting regular quality assurance assessments to measure progress towards the targeted reductions in sick absences and instances of restricted duties.</p> <p>HMP Wymott's local Wellbeing Strategy will be reviewed to ensure that it comprehensively includes all available initiatives focused on physical, mental, and emotional wellness for all staff members, and ensure this is effectively communicated and promoted amongst staff. Resources will be allocated to actively promote staff support and wellness initiatives, to improve staff health, morale and productivity.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>May 2024</p> <p>May 2024</p>



		<p>HMP Wymott will conduct a comprehensive review of their local people plan with a specific focus on identifying strategies to improve staff attendance, engagement, and productivity. The establishment will use evidence-based data from independent surveys, such as the People Survey and Tackling Unacceptable Behaviour Unit climate assessment, to form the People Strategy. This will be measured through an action plan, to enable accountability and ensure progress is made against objectives. The People Plan will be regularly reviewed with HR colleagues and relevant stakeholders, improving organisational effectiveness and employee well-being by addressing attendance issues, reducing absenteeism, and fostering a more productive work environment.</p> <p>A review of the weekly Regime Management Planning (RMP) meeting has taken place, to optimise the utilisation of staffing resources with a focus on improving outcomes for prisoners. This includes the increased use of data-driven decision-making processes, establishing clear priorities for resource allocation, and improving communication channels between stakeholders. By improving the efficiency of the RMP meeting, the establishment can better allocate resources to support prisoner rehabilitation, reduce incidents of unrest, and enhance overall operational management. The planning and the implementation of the Regime Delivery Plan for 2024/2025, will involve several support meetings with the Prison Group Director (PGD) and will help balance the regime. Progress will be monitored through a combination of weekly and monthly performance assessments, alongside routine operational morning briefings and the weekly RMP meeting. Effectiveness will be gauged by closely tracking the RAG status of the RMP, where a transition from amber/red to amber/green or green signifies successful advancement.</p>	<p>The Governor</p> <p>The Governor</p>	<p>May 2024</p> <p>December 2024</p>
2	<p><b>Drugs were too easily available.</b> Not enough searching or suspicion drug testing took place, the body scanner was not always used, there was no enhanced gate security, and the prison lacked the technology often used elsewhere.</p>	<p>As part of its prison support programme, HMPPS Substance Misuse Group (SMG) Operational Delivery (Prisons) Team will agree a range of support activity with the HMP Wymott Drug Strategy Lead, up to and including a full support visit. This support package will be coordinated with wider Directorate of Security functions such as the HMPPS Risk and Capabilities Unit. The expected outcome for this support package will include improved awareness among searching staff and better use of technology available in the prison.</p> <p>SMG have funded a standalone Drug Strategy Lead who recently took up post and whose ongoing Learning and Development is supported by the SMG Operational Delivery (Prisons) Team. Having a standalone Drug Strategy Lead at HMP Wymott will improve cohesion across the establishment in understanding the drug threat and how all staff contribute to actions.</p> <p>All prisons are encouraged to carry out mandatory drug testing (MDT) where there are reasonable grounds to suspect that a prisoner has misused drugs. Screening on intelligence relating to drugs takes place daily. The weekly Local Tactical Assessment (LTA) and monthly Tactical Tasking and Coordination Group (TTCG) provides support for ongoing dynamic risk assessments, allowing for the deployment of tactics as needed, such as drug testing and searching. Senior Leaders now make dynamic decisions based on the intelligence picture and divert resources according to the</p>	<p>HMPPS</p> <p>HMPPS</p> <p>The Governor</p>	<p>May 2024</p> <p>Completed</p> <p>Completed</p>



		<p>priorities and risk mitigation, to ensure suspicion testing is carried out within 72 hours on receipt of intelligence. These tactical discussions take place through the weekly RMP meeting and Operational Briefing that takes places three times per week.</p> <p>HMP Wymott will review current staffing resources to build in capacity for intelligence-led searching. This approach will involve strategically allocating staff and resources based on intelligence gathered from various sources, including prisoner behaviour patterns, intelligence reports, and external threats. By analysing this information, the establishment can identify high-risk areas and individuals, allowing searching efforts to be prioritised effectively.</p> <p>Since April 2023 HMPPS has carried out forensic testing of drug finds in prisons, utilising a commercial provider. All public sector prisons and approved premises (AP) are encouraged to utilise this service to test any items thought to be or contain illicit drugs. The results of testing can be used to gather intelligence on substance misuse, and to inform the local response to drug threats. Results also provide evidential standard testing to support the adjudications process, HMP Wymott are accessing this service.</p> <p>HMP Wymott have been provided with a new next generation Smiths IONSCAN 600 trace detection device, which has an evidence base for reliability. A key purpose of this tool is to help reduce the conveyance of illicit drugs into prisons, and particularly those which may not be obviously visible such as Synthetic cannabinoid receptor agonists (SCRA's) or psychoactive substances. It can also assist to inform action to disrupt drug conveyance activity and identify possible treatment needs.</p> <p>The body scanner is used to reflect local need and risks, this is determined by the prison, and HMPPS would support in ensuring the capability remains effective and image interpretation is at the level required to stop this method of conveyance, it is for the prison to determine the level of use and which prisoners are subject to being scanned.</p> <p>Enhanced Gate Security will not be introduced for affordability reasons as there is currently no additional funding available. HMPPS will continue to discuss and explore with relevant departments to see if any funding bids for additional sites will be included in future Spending Reviews.</p> <p>Staff speed training events have taken place to inform staff of the importance of physical, procedural and dynamic security measures. Staff are supported to challenge observed negative behaviours and where there is reasonable suspicion searching to be completed at point of discovery.</p>	<p>The Governor</p> <p>HMPPS</p> <p>HMPPS</p> <p>HMPPS</p> <p>The Governor</p>	<p>August 2024</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
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3	<p><b>Some parts of the infrastructure were in very poor condition and in need of significant investment.</b></p>	<p>A major project to completely refurbish A and B Wings is awaiting funding approval and is projected to commence on site in Quarter one of 2025/2026.</p> <p>To facilitate the refurbishment, 96 temporary accommodation places are being delivered in high quality containerised units, it is projected that delivery will be completed by the end of 2024.</p> <p>A project to replace the roof on the Category C workshop is also at funding approval stage and is projected to commence in Quarter two of 2024/25.</p> <p>An options and feasibility study are underway for a project to either expand and refurbish or replace the kitchen at HMP Wymott. The preferred option will be considered for funding in future years once the studies are completed.</p>	<p>HMPPS</p> <p>HMPPS</p> <p>HMPPS</p> <p>HMPPS</p>	<p>To commence April 2025</p> <p>December 2024</p> <p>To commence July 2024</p> <p>May 2024</p>
4	<p><b>The provision offered by the integrated mental health and substance misuse teams did not meet prisoners' needs.</b> Staff shortages meant that the range of psychological interventions was limited and waiting times were excessive.</p>	<p>NHS England are tendering the Health, Social Care and Mental Health services at HMP Wymott in 2024/2055 for a new service to be in place for April 2025. This includes a significant increase in funds to allow for service models to meet the needs of the patients. Whilst this occurs commissioners remain committed to working with the healthcare provider in reviewing models to ensure services are safe and fit for purpose.</p> <p>HMP Wymott have a high intensity therapist due to begin employment and will re-advertise the Health and Wellbeing (HWP) post.</p> <p>A business proposal has been crafted for submission to NHSE, outlining the necessary additional resources needed to ensure an equitable service for the community.</p>	<p>NHS England</p> <p>Greater Manchester Mental Health NHS Foundation Trust</p> <p>Greater Manchester Mental Health NHS Foundation Trust</p>	<p>April 2025</p> <p>July 2024</p> <p>Completed</p>
5	<p><b>The prison was not fulfilling its role as a training prison.</b> There were insufficient education, skills and work opportunities for the number of men, particularly those living on the main wings.</p>	<p>The roof of the Category C workshop will be patched to provide a temporary fix ahead of a project to replace it which is at the funding approval stage, this will restore at least 70 additional workshop spaces by July 2024.</p> <p>HMP Wymott will utilise designated Dynamic Purchasing System (DPS) funds to temporarily address the shortage of workshop spaces by securing additional places for Utilities, Personal Development, and the Kitchen. Two DPS bids have been submitted and approved, securing 12 places each for Utilities and Personal Development, with an additional allocation of four spaces for the Kitchen.</p> <p>Additional funding will be sought via HMPPS' processes to increase funding in alignment with the anticipated rise in service requirements due to heightened population demands. Specific indicators</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>July 2024</p> <p>May 2024</p> <p>April 2025</p>



		<p>of increased service requirements will be tracked such as population size and demand for specific services to assess the alignment between funding and service needs. A thorough assessment of the anticipated rise in service requirements will be conducted to gather supporting data to substantiate the need for increased funding. Continuous monitoring of the progress of funding will take place to ensure a target date of April 2025 is met.</p> <p>By the end of Quarter three of 2024/2025, HMP Wymott will implement a comprehensive scoping exercise to identify and assess alternative methods for educational provision, leveraging platforms like Wayout TV or laptops, with the aim of increasing educational spaces.</p> <p>The establishment will develop and implement its Regime Delivery Plan, alongside the Business Plan, for 2024/2025. This will include operational judgements on planned performance in each priority area, supported by clearly documented rationale. This will be subject to support and challenge from the Prison Governor and Prison Group Director, as well as oversight from the Area Executive Director.</p>	The Governor	December 2024
			The Governor	May 2024
6	<b>Prisoners did not always attend their education, skills and work activities and punctuality was poor.</b>	<p>The establishment will improve prisoner attendance and punctuality in education, skills, and work activities by ensuring that targeted interventions and strategies to address underlying barriers and increase motivation, are captured within the revised Incentives Policy (IP). This will be measured by reviewing attendance and punctuality rates compared to previous reporting periods.</p> <p>Individual assessments will be conducted to identify barriers to attendance and the prison will offer support services to address these barriers by ensuring that resources and support mechanisms are in place to facilitate prisoner participation.</p> <p>Punctuality to activities has been improved through the implementation of a new staffing profile in January 2024.</p> <p>Fortnightly tactical meetings will be introduced to meet with key partners to provide an opportunity to raise concerns. Progress will be measured by the frequent reporting of attendance through the Daily Operational Briefing, the weekly performance report, and the monthly performance strategic meeting.</p> <p>A review of the weekly Regime Management Planning (RMP) meeting has been completed, to optimise the utilisation of staffing resources with a focus on improving outcomes for prisoners. This will include the increased use of data-driven decision-making processes, establishing clear priorities for resource allocation, and improving communication channels between stakeholders.</p>	The Governor	August 2024
			The Governor	Completed
			The Governor	May 2024
			The Governor	Completed
	<b>Key concerns</b>			



7	<p><b>Little action was taken to deter poor behaviour or promote good behaviour.</b> Staff often failed to challenge rule breaking, too many adjudications were either dismissed or waiting to be dealt with and prisoners did not feel motivated by the incentives available.</p>	<p>HMP Wymott has commissioned a full review of the Incentives policy to improve behaviour management and incentives. A visit has taken place to another establishment to seek best practice as part of this process and focus groups will be arranged with all relevant stakeholders prior to implementation. The review will identify and document at least three key areas for improvement in the current policy based on the review findings and stakeholder feedback.</p> <p>Training and support will be provided for staff members on effective behaviour management techniques, conflict resolution, and the implementation of incentives, within the next six months. This will empower staff to challenge rule-breaking behaviour promptly and consistently, while also recognising and promoting positive behaviour. This will be achieved by utilising staff training shutdowns and measured through regular staff one-to-one discussions and development plans.</p> <p>A review of the adjudication process will take place to identify inefficiencies and improved resources, support to staff responsible for adjudications will also form part of the review. Streamlined procedures will ensure timely resolution of adjudications while maintaining fairness and due process. Improved outcomes will be measured by tracking the number of dismissed or pending adjudications, compared to previous reporting periods.</p> <p>HMP Wymott will enhance communication with prisoners, fostering open communication channels between staff and prisoners to better understand concerns and motivations. Prisoners will be involved in discussions about behaviour management strategies and incentives to increase buy-in and motivation. The delivery plan will capture the various focus groups taking place.</p> <p>The establishment will enhance collaboration with external stakeholders such as probation services, community organisations, and relevant government agencies to coordinate efforts to address underlying factors contributing to poor behaviour. This will be achieved through regular meetings, effective communication channels and joint planning sessions. This will improve prisoner outcomes by addressing root causes of poor behaviour through coordinated efforts with external stakeholders in areas such as education, employment, housing, substance misuse treatment, and mental health support.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>May 2024</p> <p>August 2024</p> <p>July 2024</p> <p>July 2024</p> <p>December 2024</p>
8	<p><b>Prisoners were dissatisfied with the food.</b> The lack of self-catering facilities alongside rising canteen prices made it difficult for prisoners to supplement their meals.</p>	<p>HMPPS policy strives to make products as affordable as possible and offer prisoners more cost-effective choices wherever possible to allow them to save.</p> <p>Selling prices for goods on the National Product List (Canteen) are normally set at the Manufactures Recommended Retail Price (MRRP) and, if circumstances allow, prices may be set lower - but they will not be set higher than the MRRP. This means that prisoners generally pay the same as the public when compared to convenience store prices. Prices may be updated at any time in response to changes outside of HMPPS control that impact the cost price or the MRRP of the products on sale. Statutory price increases for example due to duty or tax changes, will be</p>	<p>HMPPS</p>	<p>Completed</p>





		<p>made effective to prisoners at the same time as they impact the public, or as close to this as is practically possible.</p> <p>Food forums will form part of the agenda at prisoner council meetings. These forums will provide prisoners with a platform to express their opinions, preferences, and concerns regarding the food being served.</p> <p>The consideration of self-catering facilities for prisoners will be examined as part of the Incentives Policy review process and in conjunction with funding assessments. Additionally, there will be a correlation between the availability of food for ordering and the utilisation of self-catering amenities to maximise their benefits.</p>	<p>The Governor</p> <p>The Governor</p>	<p>September 2024</p> <p>May 2024</p>
9	<p><b>There was a lack of governance in some key areas of health care.</b> For example, complaints were poorly managed, and staff training and supervision were inadequate.</p>	<p>A complaints process is now in place and there has been a significant improvement in complaint responses and timeframes provided to patients. A weekly audit now takes place to ensure that the improvement is sustained.</p> <p>NHSE continue to support the provider to improve mandatory training levels, and this is monitored through the enhanced surveillance process and regular contract meetings with the provider.</p> <p>Supervision continues to be monitored weekly, reminders to team managers are sent and dates set of the next supervision to avoid breaches. Governance is provided by the enhanced surveillance process which has subsequently been strengthened following the inspection.</p>	<p>Greater Manchester Mental Health NHS Foundation Trust</p> <p>NHS England</p> <p>NHS England</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>
10	<p><b>The education, skills and work curriculum did not meet all needs.</b> Leaders had not planned effectively to meet all knowledge and skills gaps or qualification needs, nor did they provide consistent support for those with special educational needs and disabilities.</p>	<p>A robust monitoring system for learning plans at HMP Wymott will be implemented to ensure their effectiveness in facilitating teaching and learning pathways and lessons. A focus on planning for learning will be included into all Quality Assurance (QA) activities, with clear actions and Continuous Professional Development (CPD) provided for staff identified as needing additional support. Assurance will be provided by tracking completion and quality of learning plan reviews conducted during QA activities, by developing standardised procedures and guidelines for monitoring as well as incorporating best practice and feedback from staff.</p> <p>An audit of the existing curriculum at HMP Wymott will be completed to identify specific gaps in both knowledge and skills delivery. This audit will serve as the foundation for targeted improvements aimed at addressing the immediate needs of prisoners facing challenges due to these gaps and implementing additional support mechanism for prisoners where needed. A dedicated audit team will be created consisting of education specialists, curriculum developers, and relevant stakeholders to oversee the audit process. Progress will be monitored regularly</p>	<p>The Governor</p> <p>The Governor</p>	<p>August 2024</p> <p>April 2025</p>



		<p>throughout the year to evaluate the impact of implemented changes on prisoner education and skill development.</p> <p>Inclusivity will be embedded in all curriculum developments at the establishment, ensuring that the educational framework is designed to accommodate prisoners with special educational needs and disabilities (SEND). Improvements will be measured by utilising current data analysis of learners with learning difficulties and disabilities (LDD) to identify specific areas where resources are most needed to support prisoners with SEND. Tailored adjustments will be implemented in the curriculum development process to address these needs effectively. A dedicated task force comprising curriculum developers, SEND specialists, and relevant stakeholders to integrate inclusive practices into curriculum development will be used. Outcomes will be monitored via regular reviews of the implementation of adjustments and their impact on prisoners with SEND throughout the year.</p> <p>Additional targeted training programmes will be established aimed at enhancing teaching skills to cultivate a diverse, inclusive environment that accommodates varied learning needs. This will be measured by tracking the number of staff enrolled and completing training programmes with regular assessments being conducted to evaluate the effectiveness of the training programmes and their impact on creating a diverse, inclusive learning environment.</p>	The Governor	April 2025
			The Governor	April 2025
11	<p><b>In education, skills and work, leaders and managers did not monitor the impact of their quality improvement actions effectively.</b> As a result, senior prison leaders did not have sufficient oversight of the quality of the provision.</p>	<p>The monthly Quality Improvement Group (QIG), chaired by the Head of Education and Skills and Work (HoESW), has been re-established. The QIG now oversees and enhances quality improvement initiatives within the establishment. During key launches or focused initiatives, the Governor will assist in promoting the QIG activities.</p> <p>All governance procedures have been revisited with a renewed focus on impact. Minutes and action plans are now linked to a centralised logbook that is updated monthly as actions are monitored and completed. Accountability for contract governance and teaching and learning quality now sit with the HoESW and monitored monthly through the QIG.</p> <p>The Learning and Skills Manager (LSM) now oversees the quality calendar in both Education and Industries departments, ensuring that all scheduled activities meet established quality standards. Any concerns regarding the quality of scheduled activities are promptly raised directly to the HoESW and addressed via weekly governance meetings with providers.</p>	The Governor	Completed
			The Governor	Completed
			The Governor	Completed



