



HM Prison &  
Probation Service

Action Plan: HMP Five Wells

Action Plan Submitted: 17<sup>th</sup> May 2024

A Response to the HMIP Inspection: 2<sup>nd</sup> – 12<sup>th</sup> January 2024

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## 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: HMIP REPORT

ESTABLISHMENT: HMP Five Wells

1. Concern No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<p><b>Weak governance, poor use of data and a lack of clear strategies and action plans in key areas across the prison impeded progress in improving outcomes for prisoners.</b> This included the strategic management of safety, oversight of use of force, and work to reduce reoffending and promote fair treatment.</p>	<p>A dedicated administrator has been appointed to manage and oversee all data linked to safety and use of force, this will ensure regular monitoring and identification of trends with escalation processes are in place.</p> <p>A criterion is being designed for triggering a multidisciplinary meeting chaired by the Head of Safety to address individuals involved in high levels of violence, self-harm, or with complex needs indicates a proactive approach to managing and supporting such individuals. Solutions can be collaboratively developed to address these complex issues and provide the necessary support for those individuals in need.</p> <p>Strategic Priorities document has been implemented '35 to Thrive' to drive continuous improvement and strategically manage all areas including Safety, including violence and self-harm. The progress of 35 to Thrive will be monitored monthly through the SMT meetings and will be tested bi-monthly by the Quality &amp; Assurance Team to ensure processes are embedded. Priorities will be continually reviewed by the Deputy Directors and Head of Safety to ensure best working practises and lessons learnt are communicated to staff.</p> <p>A new reporting process for Incident Reporting System (IRS) will be introduced and communicated to all relevant parties. This new process will set out clear reporting timescales and a process map. Training to be delivered on IRS reporting and criteria to Duty Managers and Directors.</p> <p>100% of all Use of Force (UoF) documentation is now quality assured by the UoF Coordinator, this includes viewing all BWVC footage and CCTV. During the weekly</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Completed and ongoing</p> <p>August 2024</p> <p>Completed and ongoing</p> <p>July 2024</p> <p>Completed and ongoing</p>



		<p>UoF scrutiny meeting 20% of the week's footage is viewed and discussed along with the supporting incident statements. This information is then discussed at the monthly UoF meeting.</p> <p>The Head of Reducing Reoffending will review the terms of reference and change the remit of the reducing reoffending meeting to make sure that monitoring of data is comprehensive and to provide strategic oversight to leaders. This will include data regarding Equality and Diversity and consider the findings of the annual need's analysis.</p> <p>The Diversity and Inclusion meeting will be held monthly to ensure the needs of prisoners and disproportionality is explored and addressed. The Equalities Action Plan will be reviewed at this meeting and maintained as a live document. Key equalities dates will be published, and forums/activities will be delivered throughout the year which will include staff, prisoner and wider stakeholder engagement.</p> <p>A monthly data reconciliation to be completed by managers within Audit, Quality and Compliance, Security and Safety. This will ensure that all data submission streams, internal and external are accurate and any discrepancies within the data can be raised and challenged.</p> <p>From June 2024, the Weekly Performance Meeting will re-commence to closely monitor data and take swift and appropriate actions. The Consolidated Action Plan will be utilised to centralise and monitor delivery against all action plans at the monthly Senior Management Team meeting. This will help to improve in the governance and accountability of actions.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>August 2024</p> <p>July 2024</p> <p>June 2024</p> <p>June 2024</p>
2	<p><b>Self-harm incidents were very high and not enough was being done to reduce them.</b> The quality of ACCT management plans was poor and too many prisoners at risk of suicide or self-harm said that they did not feel cared for by staff.</p>	<p>A review of processes for men being segregated whilst on an open ACCT has taken place to ensure a senior manager is part of the decision-making process to confirm all viable alternatives have been explored.</p> <p>Men who are supported (and previously supported) by ACCT process, are being surveyed to understand details about the level of care they felt they received. The</p>	<p>Director</p> <p>Director</p>	<p>Completed and ongoing</p> <p>June 2024</p>



		<p>survey will be conducted quarterly, and the results analysed to ensure the prisoners needs are being met. These surveys will also help inform the Safety strategy.</p> <p>Subject to training course availability, all operational First Line Managers (FLMs) will be booked to complete HMPPS Defensible Decision-Making Training. In addition, scenario-based training to be designed and delivered to existing Prison Custody Officers (PCOs) and FLM's.</p> <p>The Safety Managers will implement and oversee a comprehensive quality assurance system to monitor open ACCT documents, which includes 100% assurance checks of all closed ACCT documents and 100% of all ACCTS being quality assured on a weekly basis. Feedback of the quality of staff entries and quality of the intervention plans will be provided to those who require it, along with any further training/awareness needs.</p>	<p>Director</p> <p>Director</p>	<p>June 2025</p> <p>June 2024</p>
3	<p><b>Staff did not always enforce standards of good behaviour among prisoners and far too few key work sessions were taking place.</b> Many staff were inexperienced and lacked confidence supervising prisoners, and their managers were not providing sufficient guidance and support.</p>	<p>Three full time staff will be allocated to oversee the running of keywork. Their role will be to allocate staff to sessions and also quality assure sessions that have been completed. The senior administrator will ensure compliance with completion rates and quality.</p> <p>To help tackle and challenge negative behaviours, a behaviour compact in the Prisoner Induction Paperwork will be introduced. This compact will be designed and informed through consultation with prisoners and staff. A quarterly prisoner survey will be conducted, and results will be analysed and feedback at the prisoner council meeting. Emerging themes and issues will be managed and addressed to help ensure improvements in behaviour.</p> <p>Head of Residence will introduce staff forums to gain understanding and feedback from staff regarding the barriers to effective behaviour management. This will provide an insight into the issues faced by staff and will establish ways to overcome these. This will also provide a platform to recognise gaps in knowledge and confidence among the inexperienced staff to allow for appropriate targeted support and guidance.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2024</p> <p>July 2024</p> <p>July 2024</p>



		<p>A staff and prisoner engagement forum will also be introduced to promote respect and give an understanding of the prisoner journey.</p>	Director	July 2024
		<p>Regular one-to-one supervision meetings between PCOs and FLMs will be tracked by SMT to ensure effectiveness and appropriate actions are being taking, i.e., any training and development needs.</p>	Director	July 2024
		<p>Prisoner Information/Grumbles desk will be introduced on each landing to help address low level requests from prisoners and ensure staff have more time to focus on dealing with in-depth requests.</p>	Director	August 2024
4	<p><b>The prison's approach towards ensuring fair treatment and inclusion was inadequate.</b> Shortcomings in data analysis, consultation and responding to complaints of discrimination meant that the prison had a limited understanding of the needs of many of its prisoners, especially those with protected characteristics.</p>	<p>Discrimination Incident Reporting Form (DIRF) Training has been delivered to SMT and investigating managers to ensure that a full and consistent approach is adopted. This will improve in the timeliness of responding to complaints and develop the knowledge to address particular issues being raised.</p>	Director	Completed
		<p>A quality assurance check and feedback process will be introduced for DIRF's which will be overseen by the Deputy Director. A minimum of 50% of DIRFs will be quality assured by the Safety Managers and a further 10% will be completed by the Deputy Directors each month.</p>	Director	Completed and ongoing
		<p>A review of the D&amp;I meeting is underway to ensure that data presented enables positive change and meaningful actions are derived from it. A live action plan will be compiled to address any trends and disparities.</p>	Director	June 2024
		<p>Protected Characteristics forums have been set up with all Protected Characteristics (PC) SMT leads for prisoners to attend and discuss their views about the management or processes surrounding each PC.</p>	Director	Completed and ongoing
		<p>Diversity &amp; Inclusion (D&amp;I) team will conduct surveys to take place with prisoners bi-annually. This will help the prison understand prisoner's perception of D&amp;I in the establishment and if they feel fairly treated with any concerns or issues raise. This will help us form a strategy within the D&amp;I team to help us understand the concerns and make improvements.</p>	Director	June 2024



		<p>PCO champions to be appointed to support D&amp;I activities and events across the prison. These events are advertised on prisoner information boards prior to the event, and opportunities to attend and participate are raised to the champions.</p> <p>The Neurodiversity Lead will look to raise awareness with staff and arrange refresher training. Activities planned so far is rental of an Autism experience bus for 120 staff to participate in June 2024, and a plan to introduce a 'Zen Barbers' session from April 2024 so that men with neurodivergent needs can have a haircut in a calmer and quieter environment.</p>	<p>Director</p> <p>Director</p>	<p>August 2024</p> <p>February 2025</p>
5	<p><b>Actions to resolve and mitigate identified risks to the health service had been too slow.</b> This included deficits in the provision and oversight of clinical substance misuse services, staff and peer supervision, and the lack of confidentiality for those applying to and complaining about health.</p>	<p>Substance Misuse Services (SMS) Clinical Lead/prescriber has been appointed and now on going through vetting and onboarding procedures. There is currently an agency prescriber working once a week, this measure will remain in place until the new SMS prescriber is fully in post towards the end of July 2024.</p> <p>Staff and peer supervision meetings for are recorded, the process has now been revised to enable accuracy of data capturing. There have been some early improvements noticed since this revision have been introduced.</p> <p>Confidential complaints and applications boxes are now available on all houseblocks.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>August 2024</p> <p>Completed and ongoing.</p> <p>Completed</p>
6	<p><b>Leaders had failed to provide sufficient full-time activity for the population or ensure high quality education and vocational training.</b> Not enough suitable staff were in place for all teaching and management roles.</p>	<p>HMP Five Wells will agree timescales with HMPPS for the implementation of the green regime. Green Regime will allow the prison to move into a full regime, which includes full evening association, evening activities and full-time work for all prisoners. This will provide a significant increase of activities available to prisoners on a full-time basis.</p> <p>An Industrial Cleaning Tutor will be recruited to establish a Prison Cleaning Party to support the professional cleaning of all areas within the prison.</p> <p>FLM's &amp; PCO's to be trained to have greater oversight and management of wing-based activities to ensure purposeful activity is captured appropriately. This will</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>July 2024</p> <p>December 2024</p> <p>December 2024</p>



		<p>also include training on recording confirmation that men have attended work and education on the Custodial Management System (CMS) tracking system. A new process to ensure that non-attendance is managed by one individual each day to ensure oversight and completion.</p> <p>Staff and prisoners will collaborate on designing an advertising campaign to promote the opportunities available, requirements of the prison and benefits to the individual as well as a pathway from education to work. Learning, Education, Employment (LEE) Pathway will advertise what HMP Five Wells has on offer, how enrol onto each subject and job within the prison. Prisoners' pathways will be captured during Careers Information Advice and Guidance (CIAG) sessions and will be uploaded to Virtual Campus.</p> <p>To improve the quality of education and vocational training, leaders will work with the education provider in conducting lessons deep dives - mirroring OFSTED inspections, learning walks, standardisation meetings, quality meetings and checking continuous, professional development (CPD) investment.</p>	Director	December 2024
			Director	December 2024
	<b>Key concerns</b>			
7	<b>There was too little meaningful and regular support for prisoners involved in incidents of violence and antisocial behaviour.</b>	<p>Violence Reduction (VR) team will organise forums with prisoners who have previously been violent or victims of violence to gain insight into how staff could better support them. Strategies will be put in place to address violence and reduce the number of incidents and severity based on trends that emerge. VR managers will provide regular support to prisoners who are identified as victims of violence and those committing violent acts.</p> <p>There will be a further drive to develop staff knowledge and understanding of managing prisoners on Challenge, support and intervention plan (CSIP).</p>	Director	September 2024
			Director	August 2024





8	<p><b>The regime in the segregation unit was too limited and some prisoners told us they did not feel cared for.</b></p>	<p>Safety Managers will be conducting further weekly walkarounds in the Care &amp; Separation Unit (CSU) to ensure that prisoners' wellbeing and any concerns are addressed by the appropriate departments, i.e., healthcare, chaplaincy team, etc.</p> <p>The Head of Safety will be conducting a review of the current regime offer to determine if it can be improved, including continued access to an activity and being able to utilise the phone lines outside the cells to improve family contact, subject to the necessary risk assessments. To ensure that the wellbeing needs of complex prisoners are met, opportunities to assist with cleaning and painting of the unit will be offered, based on dynamic risk assessments of their behaviour.</p> <p>This will also include ensuring all prisoners located in the CSU have a re-integration plan within 72 hours of being located on the unit, with agreed set goals that if achieved could improve access to a fuller regime/purposeful activity, and possibly expedite their exit from the unit.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2024</p> <p>August 2024</p> <p>August 2024</p>
9	<p><b>The availability of illegal drugs had the potential to undermine the stability of the prison.</b> The rate of positive drug tests was too high and there was too little support to reduce the demand for illegal substances.</p>	<p>The Drug Strategy Lead will review the drug strategy and provide a more co-ordinated approach to reduce the ingress of illicit substances. A monthly Drug Strategy meeting will be held to discuss Restricting Supply, Reducing Demand and Building Recovery, with a regularly reviewed action plan. The monthly meeting will have clear terms of reference, identifying appropriate attendees to support an effective multidisciplinary approach.</p> <p>A Wellbeing Intervention Support Plan (WISP) Document has been introduced to support prisoners misusing substances. This data will be used to identify substance misuse hotspots within the prison and direct support services and provision where needed.</p> <p>In conjunction with healthcare, implement Mutual Aid provision to support illegal substance misuse, i.e., Alcoholics Anonymous (AA), Narcotics Anonymous (NA), etc. In March 2024, the first weekly AA group sessions were delivered by external provider supported by Drug Strategy and Substance Misuse Service.</p> <p>The Drug Strategy Lead will introduce a governance process to support the delivery of the Drug Recovery programme (Salvation programme) delivered by</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>September 2024</p> <p>Completed and ongoing</p> <p>September 2024</p> <p>August 2024</p>



		<p>Peer Led Initiatives, as well as introducing Voluntary drug test / Compact based Drug Testing programme for prisoners to incentivise not using illegal substances.</p> <p>To reduce illicit articles being thrown over into the prison grounds, HMP Five Wells has been granted funding for closed-circuit television (CCTV) coverage to be installed around the perimeter fence.</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 Five Wells Drug Strategy Lead. This support package will be coordinated with wider Directorate of Security functions such as the HMPPS Risk and Capabilities Unit.</p>	<p>Director</p> <p>Head of SMG Operational Delivery, HMPPS</p>	<p>December 2024</p> <p>December 2024</p>
10	<p><b>The quality and quantity of food served by the kitchens were not good enough and prisoners did not have enough facilities for self-catering.</b></p>	<p>Self-catering facilities has been introduced onto all units to improve self-cooking opportunities for men.</p> <p>Annual review of the menu to be completed with input from the prisoners, the kitchens will also seek to collaborate with the chaplaincy and D&amp;I to provide special menus to support religious and cultural events during the year. Part of the review will look at the special meals and dietary requirements such as halal meal options and diabetic meal packs.</p>	<p>Director</p> <p>Director</p>	<p>Completed</p> <p>December 2024</p>
11	<p><b>Library services were inadequate.</b> The library had a poor selection of books and provided too few activities to promote reading.</p>	<p>A series of initiatives will be introduced with the aim of increasing library utilisation and appealing to a range of prisoner demographics.</p> <ul style="list-style-type: none"> <li>• Storybook Dads: helps to maintain the vital emotional bond between parent and child by enabling parents to make bedtime story CDs, DVDs and other educational gifts for their children.</li> <li>• Reading Ahead: builds reading confidence, skills and encourages everyone to read more. It is an initiative that is used across the country and develops reading for pleasure and understanding the inference of written text.</li> <li>• Book Clubs: Will target low level learners who have been identified through reading screeners, allow suitable text to be read and discussed, developing all literacy skills.</li> <li>• Competition and guest speaker events to increase prisoners accessing the library and enhance the library services to become a hub of learning and personal development, with a wide range of resources and digital access to</li> </ul>	<p>Director</p>	<p>December 2024</p>



		support distance learning; engagement in reading; community engagement; rehabilitation support and creative enrichment activities.		
12	<b>Leaders did not ensure that prisoners were promptly allocated to activities relevant to their education, training and employment needs.</b> Positive attitudes to education and training had not been developed and attendance at activities was low.	<p>Head of Activities will be introducing an effective allocation system will ensure that prisoners are better matched to activities relevant to their learner pathway and considers their sentence planning and rehabilitation needs. This will ensure that attendance will increase due to being allocated relevant and better suited activities. Head of Residence will ensure houseblock managers drive the regime to encourage prisoners to attend their activities and PCOs utilise the Incentives and Earned Privileges (IEP) scheme when necessary for men who continually refuse to engage in activities.</p> <p>A process to include Education Induction as part of the Wing Induction to improve attendance and completion rates will be introduced. PCOs will drive attendance to encourage all prisoners to complete their education inductions thus expediting the allocations process for prisoners.</p> <p>The Allocations staffing has increased by appointing 2 additional members of staff. This increase in personnel will reduce the backlog of allocations being made.</p> <p>To improve prisoners' attitudes to education and training HMP Five Wells rewards bonuses for men that complete the function skills at every level. Another initiation being introduced is a monthly recognition day to acknowledge prisoners' achievements when they successfully pass subjects. These awards are given out to prisoners in front of their family and friends and will be held in the visit's hall.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>December 2024</p> <p>November 2024</p> <p>September 2024</p> <p>December 2024</p>
13	<b>Leaders had not rigorously challenged low achievements or implemented effective strategies to improve prisoners' attainment in education, skills and work.</b>	<p>The Head of Learning and Skills will conduct a needs analysis, which will inform and develop as to what subjects are required in the curriculum and adapt to the diverse needs of the prisoner population.</p> <p>Introduce vocational workshops tailored to the labour market demands of the resettlement area and the personal development needs of prisoners ensuring a meaningful qualification is attached to each job role within the prison.</p>	<p>Director</p> <p>Director</p>	<p>December 2024</p> <p>May 2025</p>



		Head of Learning and Skills will replicate a mainstream offer where prisoners can earn and learn in line with community provision.	Director	December 2024
14	<b>Leaders had not provided careers information, advice and guidance which helped prisoners to develop the knowledge, skills and behaviours they needed to be successful in their next steps.</b>	<p>A dedicated Career Information Advice and Guidance (CIAG) service will be established to provide prisoners with personalised career planning, job search skills, and post-release support.</p> <p>Head of Learning and Skills will implement an integrated employment support, and CIAG service ensuring that prisoners are not only educated but are also equipped with the necessary skills and support to secure employment upon release, thereby significantly enhancing their chances of successful reintegration.</p>	Director  Director	December 2024  December 2024
15	<b>Work to reduce reoffending was weak and not all prisoners were getting the support they needed.</b>	<p>Five Wells will complete a Reducing Reoffending needs analysis, outcomes will inform the development of a new and comprehensive Reducing Reoffending Strategy.</p> <p>A Reducing Reoffending action plan will be devised to complement the new strategy and to monitor progress. This will be reviewed at the monthly Reducing Reoffending Meeting (RRM) as a tool to identify, monitor and track progress and outcomes within the Reducing Reoffending function. The RRM will be multidisciplinary to ensure input is received from all agencies and key stakeholders.</p>	Director  Director	July 2024  August 2024

