

HMP Wandsworth – UN 28 Day Action Plan

Priority Theme	Actions	Owner(s)	Completion Date
LEADERSHIP AND STAFF CAPABILITY	<p>Staffing Experience and Leadership</p> <p>A new highly experienced Governing Governor will be appointed along with an additional temporary Deputy Governor for 12 months to strengthen and inject experience into the Senior Leadership Team and to provide a clear vision for improving delivery and outcomes. Senior Leadership and Custodial Manager recruitment will be prioritised to fill all vacancies and improve management stability.</p>	Area Executive Director (AED) – London	June 2024
	<p>Prison Performance Support Programme (PPSP) support will be deployed to underpin longer term support for the prison. PPSP colleagues will conduct a full Requirements Analysis to identify first order issues, operational impacts, and outcomes, and will develop and support an improvement delivery plan across a 12–18-month timeframe.</p>	Improvement and Support Group (ISG)	June 2024
	<p>A national Standards Coaching Team (SCT) will be deployed to the prison for 16 weeks from 2 June 2024. This will support improved delivery standards via 'on the job' coaching and mentoring to frontline staff. The focus will be on accounting for prisoners and security awareness. It will include support for supervisors (SOs) and first line managers (CMs) as well as supporting the development of a London Coaching Team to continue to embed skills once this deployment has finished.</p>	Improvement and Support Group (ISG)	June 2024
	<p>The Area HR Business Partner (HRBP) Lead will establish mentoring and community of practice among middle managers across London to share best practice in this area, supported by Improvement Support Group (ISG) with a focus on sharing best practice and a sense of learning community.</p>	Area HRBP	June 2024
	<p>The newly launched local 'Supervising Officer Academy' will be utilised to upskill aspiring Band 4 SOs. This will enhance the development of staff confidence and capability and build upon the work of the Standards Coaching Team. The prison will implement 'speed school' training targeted at inexperienced officers and will provide local regular bitesize sessions to improve basic skills and 'jail craft'.</p>	Governor	July 2024
SECURITY AND SAFETY	<p>Improving security of the prison</p> <p>To strengthen the management and assurance of security processes, HMP Wandsworth will recruit a temporary additional Band 8 senior security manager for 12 months and will ring-fence eight</p>	Governor	June 2024

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	<p>security officers to focus on the security priorities, supported by the Standards Coaching Team (SCT), on-site subject matter experts from the Directorate of Security (DoS), who will offer local oversight, security basics re-training for staff (focussing on roll checks and movement control) and ongoing delivery and assurance of the escape and security action plan.</p> <p>A programme of daily security assurance checks will take place (including testing of a re-launched prison roll collation process), feeding into a new weekly Security Meeting, chaired by the Governor to identify ongoing vulnerabilities, monitor improvements and direct training with the priority being movement controls and roll collation.</p> <p>The London Prison Group Director (PGD) will provide enhanced oversight and scrutiny including robust governance of the Escape Action Plan and will conduct regular, joint thematic visits with representatives from the DoS to offer specialist external assessment and assurance of security processes.</p> <p>Support for prisoners at risk of harm to self</p> <p>Two temporary Band 4 Safety floorwalkers will be appointed for at least 12 months to build local knowledge, confidence and capability and improve practice in managing vulnerable and violent prisoners. Upskilling and support for these roles will be provided by the National Safety Team (NST).</p> <p>A safety summit will be scoped and prepared, supported by the National and Prison Group Safety Teams, using feedback from prisoner and staff focus groups to inform the content. The outcome of the summit will inform the prison's Safety Strategy and corresponding delivery plan.</p> <p>All prisoners identified as complex, vulnerable and at risk of harm to self or others will be individually discussed at the weekly Safety and Intervention Meeting (SIM) chaired by the Head of Safety and allocated a keyworker as a priority cohort.</p> <p>The importance of prompt responses to cell bells will be communicated with staff supported by the introduction of a regular covert testing programme and a system to ensure that staff prioritise the response to cell bells for those prisoners subject to Assessment, Care in Custody and Teamwork (ACCT) procedures. This will allow improved oversight and assurance and enable challenge where required. The local safety team will scrutinise a daily response report and challenge those areas where improvement is required. This will ensure that the Residential Function is responsible and accountable.</p>	<p>Governor</p> <p>London PGD</p> <p>Governor, NST</p> <p>Governor, PDG and National Safety Team</p> <p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>June 2024</p> <p>June 2024</p>
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	<p>The prison will ensure that all prisoners are given access to at least one number from their pin phone list within 48 hours of arrival (subject to any public protection restrictions) to allow contact with family and friends. This will be monitored on a weekly basis via the Safety Assurance Meeting (SAM) chaired by the Head of Safety.</p> <p>Case review team training, delivered by national instructors, will be prioritised for Assessment, Care in Custody and Teamwork (ACCT) case co-ordinators alongside support and coaching from the National Safety Team in order to drive an improvement in the support offered and quality of ACCT documentation and communication.</p>	<p>Governor</p> <p>Governor, NST</p>	<p>June 2024</p> <p>July 2024</p>
<p>PUBLIC PROTECTION AND HEALTHCARE</p>	<p>Public Protection Processes</p> <p>The prison will refresh and republish the local policies regarding the monitoring of prisoner communications and ensure that all staff are aware of their roles and responsibilities. National Intelligence Unit (NIU) will support staff training and offer best practice for staff carrying out this work.</p> <p>Prison senior managers will ensure staff conducting public protection monitoring promptly and appropriately submit intelligence reports and these will be triaged daily and shared with the relevant parties to manage and mitigate public protection risks. Managers will assure that all public protection processes are effective and action where improvements are required.</p> <p>Monthly Inter-Departmental Risk Management Meeting (IDRM) meetings will be relaunched and led by the Senior Probation Officer (SPO). Required attendance will be enforced and monitored, and meetings will be effectively minuted to capture the relevant actions, which will be disseminated to appropriate stakeholders to manage and mitigate risk related to public protection upon release.</p> <p>Public Protection Group (PPG) will support the prison's Offender Management Unit to ensure urgent improvements are made and assure the correct implementation of the public protection policy, including ensuring that all MAPPAs meetings are supported by written and in-person contributions.</p> <p>Access to Healthcare</p> <p>Clinic non-attendance rates will be monitored daily at the Governor's morning meeting to identify issues and provide accountability where failures have occurred to drive improvement and increase attendance rates. Staffing to facilitate prisoner access to healthcare clinics will be ring-fenced to ensure appointments are attended and cancellations are avoided.</p>	<p>Governor, NIU</p> <p>Governor</p> <p>Governor</p> <p>Governor, PPG</p> <p>Governor</p>	<p>June 2024</p> <p>June 2024</p> <p>June 2024</p> <p>June 2024</p> <p>June 2024</p>

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	<p>The outstanding project work required to deliver the required IT infrastructure and connectivity for both Health and Prison colleagues in the new Healthcare centre will be undertaken by the Justice Digital team to ensure swift opening of the unit. All necessary Ministry of Justice (MoJ) IT equipment will be installed (such as NOMIS and Mercury) in the new healthcare centre before opening.</p>	Justice Digital, MoJ	August 2024
<p>DRUG STRATEGY AND REDUCING VIOLENCE</p>	<p>Drug Strategy</p> <p>HMP Wandsworth have appointed a permanent Drug Strategy Lead, who has taken up post in May 2024 and will drive the required improvements as well as driving effective collaboration between security and safety teams.</p> <p>The Regional and Local Drug Leads will reset the drug strategy to better include activity to restrict supply and reduce demand including effective working between the substance misuse team and health colleagues, use of adjudications as opportunities for referral into drug support programmes and the ongoing, regular delivery of mandatory drug testing (MDT). They will undertake a resilience assessment to ensure specialist advice, sharing of good practice and identify areas of further improvement. A vulnerability assessment will be conducted by NIU to understand conveyance routes and identify vulnerabilities to support the reduction of drug ingress at the prison.</p> <p>Regional searching and dog teams will increase support for the prison, maximising the effective deployment of search dogs and supporting the additional searching training for local staff.</p> <p>Violence Reduction</p> <p>Prolific violent prisoners will be referred to a new pilot programme facilitated by DoS that offers enhanced external intervention and case management. The outcomes will be shared for effectiveness with a view to decreasing violence while monitoring serious organised crime and gang violence.</p> <p>The new Governor will introduce cross functional management of those involved in violence, including daily operational discussions regarding management plans/location, and supporting the SIM weekly meeting.</p> <p>The Band 4 Safety floorwalkers will support local staff training and delivery of Challenge, Support, and Intervention Plan (CSIP) and improve staff confidence and competence in challenging violent behaviour and improving the quality of CSIP management.</p>	<p>Governor</p> <p>Governor, PGD, NIU</p> <p>Governor, PGD,</p> <p>Governor, DoS</p> <p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>July 2024</p> <p>June 2024</p> <p>June 2024</p> <p>June 2024</p> <p>June 2024</p>

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	<p>National and Prison Group Safety Teams will support the upskilling for staff on CSIP case management to improve the response to violence. All prisoners managed via CSIP will be allocated a keyworker as a priority cohort to challenge and change violent behaviours.</p>	Governor, PGD and NST	June 2024
<p>REGIME, RELATIONS HIPS AND LIVING CONDITIONS</p>	<p>Predictable and Constructive Regime</p> <p>Adherence to the recently approved Regime Design Plan will be monitored at the Governor’s daily operational meeting to include the delivery of keywork sessions to the priority cohort. A daily regime meeting will be chaired by the Deputy Governor to communicate, drive and improve the consistency of the regime amongst Custodial Managers and Senior Officers prioritising key elements including time in the open air. A quarterly review of the effectiveness of the regime plan will be co-ordinated by the PGD.</p> <p>An immediate full review of activity spaces throughout the prison will be undertaken and the systems in place to allocate and improve attendance of prisoners to those spaces, including changing some full-time work positions into part-time positions to create an immediate additional 70 purposeful activity spaces within industries.</p> <p>The new Governor will implement a weekly Regime Planning meeting that will focus on consistent delivery, enable consistent messaging to staff and prisoners about priorities and that only the Duty Governor can alter planned delivery in consultation with either the Governor or Deputy Governor</p> <p>The prison have appointed a permanent new Band 4 Communications lead, who has been commissioned to implement a plan that communicates regime delivery and changes via ‘Radio Wannu’ and Kiosks, enabling certainty of the core day is communicated to prisoners.</p> <p>National Detached Duty Prison Officers will be deployed to provide additional support to the prison for an interim period of 12 weeks, in addition to operational stability payments for incentivised payment plus for Band 3 Prison Officers, to drive the delivery of a predictable, sustainable regime and support training of local staff.</p> <p>A joint Offender Management in Custody (OMiC) & Transforming Delivery Directorate (TDD) review of the prison’s operational profiles and Regime Management Plan will be completed to establish a realistic and sustainable regime and key work offer that focuses on safety and priority groups. A temporary Custodial Manager will be appointed for 12 months to oversee and drive up the quality and delivery of key work with the support of the national key work team.</p>	<p>Governor, PGD</p> <p>Governor, Reducing Reoffending Directorate</p> <p>Governor</p> <p>Governor</p> <p>Deputy Director – Prisons</p> <p>National OMiC Team, ISG</p>	<p>June 2024</p> <p>August 2024</p> <p>June 2024</p> <p>July 2024</p> <p>June 2024</p> <p>June 2024</p>

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	<p>A new Participation Team, which will be launched by the temporary appointment for 12 months of one Custodial Manager (CM) and one admin grade, to drive a punctual regime and ensuring that prisoners attend activities and Healthcare appointments as well as following up non-attendance and taking swift action.</p> <p>The prison is to receive £200k of additional activities spending via the Dynamic Purchasing System (DPS). The Regional Head of Learning, Skills and Employment will allocate additional education funds to allow Wandsworth to put out Invitations to Tender to increase the number of educational spaces in the multi skills workshop by 24 places.</p> <p>Staffing Availability</p> <p>The HR Performance Manager (HRPM) will provide on-site support for first line managers to improve their knowledge and understanding of sickness management processes and support the new Head of Business Assurance in a reset of attendance management governance to drive down the high non-effective rates.</p> <p>The weekly attendance management meeting will be revised to streamline process and systems as well as broadening the scope to cover all areas of non-effective activity. A dedicated caseworker will be provided from MoJ HR to assist in the management of complex cases.</p> <p>The London HR Team and MoJ HR are completing an assessment of HR needs and are prioritising the action required to support the prison. Alongside the local HR team, the HR Technical Consultancy and Casework Team are formulating an action plan to support managers, consolidate cases and identify opportunities to support line manger training.</p> <p>Staff & Prisoner Relationships</p> <p>Relaunched fortnightly prisoner forums will be chaired by the Head of Residence to understand prisoner perceptions of staff / prisoner relationships. Additional prisoner reps will be appointed to increase opportunities to engage and ensure that prisoner concerns and requests can be heard. Outcomes will be shared at the monthly Prisoner Council meeting.</p> <p>A review will be completed of the local incentives policy to introduce mechanisms to reward and incentivise positive behaviours. This will include elements of procedural justice and legitimate authority. All SO's and CM's will be upskilled in the new policy following consultation.</p>	<p>Governor</p> <p>PGD and Reducing Re-Offending.</p> <p>Governor and Establishment HRPM</p> <p>Governor and Establishment HRPM</p> <p>PGD</p> <p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>July 2024</p> <p>June 2024</p> <p>June 2024</p> <p>June 2024</p> <p>July 2024</p> <p>June 2024</p>
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	<p>The Home Office will recruitment to fill the outstanding vacancy to ensure appropriate support for Foreign National Offenders (FNOs). As a short-term measure, they have drafted in staff from other nearby prisons to provide additional support to the prison.</p>	Home Office	June 2024
	<p>A local Foreign National SPOC will be appointed and tasked with allocating FNO peer supporters to improve support and communication with FNOs through focus groups and information sharing and promoting the use of Big Word interpreting services.</p>	Governor	June 2024
	<p>HMPPS will be investing c.£180k to improve the offer of support for those on remand and better prepare for release, by reintroducing a remand support lead, case worker and administrator at the prison.</p>	AED, DD Reducing Re-offending and ED Rehabilitation.	July 2024
	<p>Living Conditions A full, prison wide audit of cell conditions will be completed. The findings will be submitted with a programme of repairs to be costed and projected work timescales agreed with Government Facility Services Limited (GFSL).</p>	Governor, GFSL, MoJ Property	June 2024
	<p>GFSL colleagues will join the SLT on their weekly accommodation decency checks to ensure a joint audit takes place with GFSL to identify and address priority areas of action. GFSL will commission deep cleans of communal areas, including areas at height to improve cleanliness across the prison.</p>	Governor, GFSL, MoJ Property	June 2024
	<p>A cell-ready scheme will be introduced, starting with first night and early days cells to ensure all cells are clean and properly equipped before being occupied. Expectations of cell standards will be included in the first night induction process.</p>	Governor, GFSL, MoJ Property	July 2024
	<p>For a period of 12 months the prison will appoint a temporary Band 7 manager and one Band 3 administrator to improve on decency. New cleaning schedules will be set for wing cleaners with a focus on standards and graffiti management. Adherence to cleaning schedules will be closely monitored. Clean and Decent assurance processes will be introduced, and feedback given to staff and managers.</p>	Governor	June 2024
	<p>The new Governor will implement a Residential assurance process that tracks and challenges all elements of the 'Living Conditions' audit baselines and develop a positive culture regarding decency.</p>	Governor	July 2024

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	<p>MoJ Property Services will establish if current major maintenance/improvement projects could be achieved at quicker pace involving a higher decant level. MoJ Property Project Delivery will work with supply chain to establish a potential revised estimate of scope, programme and costs, to add shower refurbishment, window replacement, and any other decant-dependent works (boilers) into scope of ongoing refurbishment and fire improvement works (should prison capacity allow and further finance is available).</p>	MoJ Property	July 2024
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