



HM Prison &
Probation Service

Action Plan: HMP & YOI Hollesley Bay

Action Plan Submitted: 6th August 2024

A Response to the HMIP Inspection: 3rd – 19th April 2024

Report Published: 29th July 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: HMIP REPORT

ESTABLISHMENT: HMP & YOI HOLLESLEY BAY

1. Concern No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Key concerns			
1	Prisoners told us that some staff could be rude and dismissive. While most staff were friendly and supportive in their interactions, prisoners spoke of a minority who undermined relationships.	<p>All managers will continue to maintain a culture of respect by actively challenging dismissive attitudes. Leaders will ensure that staff responses and attitude towards their work and interactions are professional, supportive, and procedurally just. This commitment will be regularly monitored and documented by all line managers during their 8-week catch-ups with staff, with any follow-up actions escalated to the appropriate level.</p> <p>The New Colleague Mentor will explain to new staff about acceptable behaviours during their induction period, alongside setting out the prison's expectations for fostering positive relationships.</p> <p>"Staff and Prisoner relationships" will remain a standing agenda item at the weekly staff forums, chaired on a rotational basis by all Heads of Function. This will enable leaders to explore ideas on how to improve the relationships between staff and prisoners.</p> <p>Prisoners will be encouraged to openly discuss staff behaviours at the monthly Prison Council meeting, chaired by The Head of Residence. This is to provide prisoners with opportunities to report any issues should they arise, and for Leaders to ensure their staff are demonstrating professional standards of behaviour whilst maintaining a high standard of care across the establishment.</p> <p>In line with monthly quality assurance process of complaints, the Head of Business Assurance will ensure all staff related complaints are reviewed to</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2024</p> <p>September 2024</p> <p>September 2024</p> <p>October 2024</p> <p>October 2024</p>



		facilitate timely and effective resolutions, with any trends discussed at Senior Management Team (SMT) meeting.		
2	Prisoners complained about the quality of the food , and in our survey, less than half said they always got enough to eat at mealtimes.	<p>The Head of Residence will ensure each house has prisoner representation at the quarterly food forums, which will be included within the Prison Council Agenda. The Regional Catering Manager's Report will form part of these discussions, and the finalised minutes of these forums will be published both in the houses and in the library.</p> <p>The Head of Residence will improve the management supervision of food service to gain assurance that portion size is adequate. House Custodial Managers (CMs) and Supervising Officers (SOs) will be present at point of meal service.</p> <p>The Duty Governor will sample the food at a designated unit daily and report on it within the daily briefing sheet. This feedback will be discussed at the weekly Decency meeting, with actions being allocated where necessary to improve the service.</p> <p>The Catering Manager will produce a monthly plan to ensure that a caterer is present at every house at least once a month and review the recording of temperatures and food wastage to identify and address any issues. Additionally, the Catering Manager will conduct a prisoner food survey every 6 months, with the results shared at the quarterly Prison Council food forums to identify any potential improvements in the food provisions.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2024</p> <p>October 2024</p> <p>November 2024</p> <p>November 2024</p>
3	Patients waited too long for some health appointments , including podiatry, physiotherapy, and psychiatry; waits for cognitive behavioural therapy were excessive at up to 32 weeks.	<p>The Head of Healthcare will review the commissioned requirement to ensure it meets the demands of the current population. Practice Plus Group will liaise with NHS England to seek additional funding to improve services by way of a formal business case based on assessed needs of the population to address any identified service gaps.</p> <p>Practice Plus Group have analysed the drivers for staff and subcontractor attrition. In response to these findings, Practice Plus Group will work with</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>September 2024</p> <p>September 2024</p>



		<p>Practice Plus Group Musculoskeletal services to ensure all new starters are supported in their inductions to improve retention of subcontractors.</p> <p>The Head of Healthcare will provide extra subcontractor sessions of physiotherapy, podiatry, and opticians to reduce wait times.</p> <p>The Head of Healthcare, Business and Performance Manager and Clinical Lead analyse data each month. The findings, including delays and waiting lists, will be reported back to NHS England at the contract review meetings and via the local delivery board where challenges to meet demand will be discussed.</p> <p>Clinical staff are reviewing all subcontractor referral forms and will discuss with patients before they are added to the waiting list. This is to ensure patients have access to the right care in the first instance.</p> <p>The Head of Healthcare will provide a report on Performance Data in relation to healthcare provision at the monthly SMT meeting. This will enable the analysing of data to improve strategic actions and decision making. These actions will be added to the establishment's consolidated action plan to monitor progress.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare & Governor</p>	<p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>November 2024</p>
4	<p>Most patients with a long-term condition did not have an individualised care plan outlining the treatment and intervention they required.</p>	<p>The Head of Healthcare will ensure that there will be an individual care plan for every patient with a long-term condition, which will outline any interventions and treatments required.</p> <p>Care Plan reviews will be conducted on an annual basis for all patients unless a review is triggered by a change in presentation prior to this date.</p> <p>All clinical staff will receive training on how to complete care plans, and long-term conditions will be allocated to team members to ensure reviews are consistent.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>November 2024</p> <p>November 2024</p> <p>November 2024</p>



		All healthcare staff are responsible for ensuring care plans are completed and patients are booked in for reviews within the agreed timeframe. Quality of care planning by clinical staff will be assessed through clinical supervision and in performance reviews with the Clinical Lead monthly.	Head of Healthcare	November 2024
5	Leaders did not sufficiently promote the appropriate English and mathematics qualifications.	<p>An information booklet will be developed and provided to all new receptions during their Induction, highlighting the benefits of engaging with education to improve their academic levels. This will include the requirement to achieve a level one qualification in both Maths and English to access RoTL (Release on Temporary License) work.</p> <p>Leaders will provide relevant information and guidance to other establishments who are transferring prisoners into HMP Hollesley Bay, emphasising the importance of prisoners' engaging in English and Maths, and the benefits of early engagement prior to arrival.</p> <p>To reinforce the importance of progression in English & Maths, Hollesley Bay will establish a set of expectations around progression routes to RoTL. This will be communicated via a community notice and through the Prisoner Council.</p> <p>Prisoners' functional skills levels will be shared with their Prisoner Offender Managers and a requirement to improve the levels will be added to their sentence plans where required.</p> <p>New posters will be displayed promoting the positive outcomes of having higher level functional skills and the bonus that is paid on completion.</p> <p>Leaders and managers will ensure functional skills achievements are celebrated by holding quarterly '<i>Celebrations of Success</i>' to offer prisoners and their families the opportunity to celebrate academic achievements.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2024</p> <p>November 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p>



		The annual needs analysis will inform how much of the curriculum should be allocated to English and Maths to provide adequate opportunity for prisoners to improve their functional skill level.	Governor	April 2025
6	There were not enough enrichment activities and they lacked management support and coordination.	<p>The Head of Residence will produce a comprehensive enrichment diary that will be given to all prisoners during their induction and published to all prisoners and staff.</p> <p>Specific notice boards on houses will advertise and promote upcoming activities for the month. This will be regularly updated and refreshed by the wing staff and wing peer mentors.</p> <p>Leaders will consult with prisoners to understand their enrichment activity preferences and establish an Enrichment Committee to coordinate activities. The Committee will offer taster sessions to help prisoners develop new skills and hobbies, which will be tracked in an enrichment calendar. The Senior Management Team and Prison Council will review the enrichment calendar on a quarterly basis to monitor and ensure the appropriate number of activities are in place, and to track prisoner engagement levels. This will ensure evidence-based decision making and inform future planning and evaluation of their effectiveness.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2024</p> <p>October 2024</p> <p>October 2024</p>
7	Persistent staff shortages in community probation teams often created unnecessary delays in prisoners' ability to progress in their sentence. (To HMPPS)	<p>HMPPS continue to focus our efforts on increasing recruitment and retaining Probation staff, particularly in areas with significant local employment challenges. To achieve this, HMPPS are running centralised recruitment campaigns in 2024/25 to increase volumes of hires for key operational roles, including Trainee Probation Officers, Probation Services Officers, and case administrators. Our focus will be on supporting recruitment within priority regions, including London. Trainee Probation Officers will be recruited into London in two separate cohorts (September 2024 and March 2025).</p> <p>In March 2024, HMPPS launched a non-graduate pathway to improve the diversity of our workforce and increase application volumes. The new route enabled those without a level 5 qualification (but with a level 3) to apply to</p>	<p>Deputy Director (DD), Probation Operations Directorate</p> <p>DD, Probation Operations Directorate</p>	<p>March 2025</p> <p>Complete</p>



		<p>become a trainee probation officer. HMPPS continue to scope opportunities to attract candidates in hard to recruit areas whilst increasing diversity within the workforce.</p> <p>In January 2024, HMPPS launched a Probation Alumni Scheme to encourage Probation Service leavers back into the Service and to reduce workload pressures. The Scheme enables staff who previously worked as a Probation Officer or Senior Probation Officer to be fast-tracked back into the Service.</p> <p>A review and refresh of the Probation Service Prioritisation Framework has been undertaken to provide clarity on prioritisation of tasks, what can be reduced/paused when capacity issues begin to impact on operational delivery and ensure effective application. The revised Prioritisation Framework looks to focus on Probation Officer capacity and will be continually monitored and reviewed through the National Operational Stability Panel (chaired by the Chief Probation Officer) to reflect changes to the Operating Model.</p>	<p>DD, Probation Operations Directorate</p> <p>DD, Probation Operations Directorate</p>	<p>Complete</p> <p>Complete with ongoing review</p>
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