



HM Prison &
Probation Service

Action Plan: HMP Oakwood

Action Plan Submitted: 22nd August 2024

A Response to the HMIP Inspection: 9th – 25th April 2024

Report Published: 12th August 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 OAKWOOD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Illicit drugs remained too readily available despite efforts to reduce supply.	<p>HMP Oakwood will aim to reduce the availability of drugs through:</p> <ul style="list-style-type: none"> • Submitting a proposal for an Incentivised Substance-Free Living wing for prisoners who have completed the Drug Recovery Programme, providing help and support for those tackling addiction to remain drug free. • Providing specific training for officers on the Drug Recovery Unit to allow them to provide improved support for prisoners located on the unit. • Enhancing the searching strategy to combat the ingress of illicit contraband by increasing staff entry and exit searches, utilising aids such as x-ray machines, prison drug detection dogs, metal detectors and drug trace machines to improve the quality of searching. • Installing additional CCTV in the vehicle lock to improve the searching of vehicles in and out of the establishment. • Implementing a dedicated searching unit to search all prisoner purchases, property and parcels, including electrical items for prisoners transferring into the establishment. • Improve working relationships with the Regional Organised Crime Unit and Corruption, Crime and Policing Unit to provide a better understanding of the risk Organised Crime Group (OCG) nominals pose to the establishment. • Utilising Covert Human Intelligence Sources, with the support of HMPPS Proactive Intelligence Unit, to gather additional intelligence around OCGs and how drugs are entering the establishment. • Continue to refer all prisoners who test positive or are adjudicated on for drug-related behaviour, including items found during cell searches to the 	Director	<p>October 2024</p> <p>November 2024 October 2024</p> <p>Complete</p> <p>Complete</p> <p>October 2024</p> <p>October 2024</p> <p>Complete</p>



		<p>substance mis-use service provider (NHS Inclusion) to support desistance.</p> <ul style="list-style-type: none"> Continuously monitoring security intelligence to identify emerging threats and trends through the monthly Local Tactical Assessment (LTA) and Local Tactical Board (LTB), so key priorities and threats can be identified, and resources deployed accordingly. Developing the 'supply reduction plan', identifying risk and actions to mitigate any risks. This will be discussed at the monthly security and drug strategy meetings. 		<p>Ongoing</p> <p>October 2024</p>
2	The quality and quantity of prison food were inadequate.	<p>HMP Oakwood will improve the quality of food and ensure portions sizes are appropriate by:</p> <ul style="list-style-type: none"> The Director will meet quarterly with Aramark (The food supplier) and their Regional Manager to discuss the quality and quantity of food. The Catering Manager will organise monthly functional focus groups and food surveys twice a year to gain feedback on the food provision at the establishment. The Catering Team will monitor portion control at the serveries, to ensure the correct meal portion sizes are being provided. Implementing a food improvement action plan that will include generated tracked actions from the Directors meeting, focus groups and surveys to improve the available provision. 	Director	October 2024
3	Prisoners with mental health needs could not access psychological therapies.	<p>The Midlands Partnership Foundation Trust (MPFT), the Mental Health Provider, will improve access to psychological services by:</p> <ul style="list-style-type: none"> MFPT will review the psychology service staffing provision to ensure it meets the requirement of the establishment. MFPT have already identified that the recruitment of a Locum Psychologist is a priority. A recruitment campaign is currently underway. Low level psychological interventions continue to be offered by the Graduate Mental Health Worker and monthly complex case clinics continue to be led by the Professional Lead for Psychology. 	Mental Health Provider	September 2024



		<ul style="list-style-type: none"> NHSE Midlands will monitor the available provision through monthly contract compliance meetings. 		
4	<p>The offender management unit was not well enough resourced to manage the complex and high-risk population, and too much of its work was reactive.</p>	<p>HMPPS and HMP Oakwood will ensure the staffing provision in the Offender Management Unit (OMU) meets the needs of the population by:</p> <ul style="list-style-type: none"> Probation Central Operations Support (COS) team have reviewed HMP Oakwood's Offender Management in Custody (OMiC) target staffing and found it reflects the resourcing required to complete activities linked to prison population, receptions and releases for Community Offender Manager (COM) managed prisoners. The resourcing profile should reflect the demographic of the prison population by the end of August 2024 with an increase of one Probation Prison Offender Manager (POM) to ensure adequate provision in OMU. The target staffing level was set at 14 POMs which will be continually reviewed to ensure this meets demand. HMPPS continue to regularly assess Probation target staffing against recent reviews of resource requirement undertaken by OMiC and built into regional forecasts. Any proposed changes will be considered via the National Operational Stability Panel (NOSP) in October 2024. Both the qualification of PQiPs (Professional Qualification in Probation) and the centralised recruitment of PQiPs in West Midlands is on track to enable Oakwood to achieve their target staffing by the end of December 2024. 	HMPPS/Director	<p>August 2024</p> <p>October 2024</p> <p>December 2024</p>
5	<p>Housing support was uncoordinated and too many prisoners, including high risk individuals, were released homeless.</p>	<p>The Probation Services Commissioned Rehabilitation Services provider will improve the housing support at HMP Oakwood by:</p> <ul style="list-style-type: none"> Additional funding has been secured to provide a housing specialist 15 hours per week. Developing the Public Protection Risk Register to ensure all High-Risk prisoners are identified for discussion at the point of 8 months left to serve. Prison Offender Managers will provide monthly updates to the Head of Offender Management Delivery (HOMD) for all prisoners identified on 	HMPPS/ Director	<p>October 2024.</p>

		<p>the Register, highlighting any case concerns if insufficient risk management plans are not in place. These cases would then be added to the Risk Management Protection Meeting (RMPM) agenda for that month.</p> <p>HMP Oakwood currently has x1 full-time Nacro housing specialist, which only provides housing to low-medium risk prisoners and within the West Midlands only. High risk prisoners fall under the Community Offender Manager.</p> <p>The West Midlands Probation Community Accommodation Service Tier 3 (CAS3) provides up to 12 weeks accommodation on release with support to move to settled accommodation for prisoners at risk of homelessness. The service is now operating in all probation regions.</p> <p>The Community Rehabilitation Service (CRS) accommodation service in HMP Oakwood provides accommodation support services to sentenced service users. The CRS providers have specialist knowledge to support the service user in obtaining or maintaining existing accommodation/tenancies and work alongside Prison teams to prevent homelessness on release. The CRS Provider also supports with Duty to Refer referrals and liaises with homelessness prevention teams to support CAS3 eligible cases. CRS Accommodation Services in HMP Oakwood are delivered locally by Nacro to People who are being released into and who are managed by West Midlands Probation. Any People in Prison who are being released out of area have CRS support, but this would be via the CRS contract for the area they are managed by and being released into.</p>	HMPPS	Complete
	Key Concerns			
6	Use of force documentation was not completed well enough to provide assurance of proportionality, and	HMP Oakwood will improve the governance of Use of Force (UoF) procedures and documentation by:	Director	



	governance generally was insufficient.	<ul style="list-style-type: none"> • Conducting a full review of all governance procedures for UoF, utilising the findings to implement improved governance arrangements for all aspects of UoF. • Implementing a tracking system to ensure all UoF documentation is completed within the required timescales. • The UoF co-ordinator will monitor the quality and timeliness of all UoF documentation each week, identifying any issues or themes to provide feedback and learning to all staff. • Providing incident management training and refreshers to all managers, to ensure all aspects of an incident are completed correctly, including the use of recording and capturing of video footage. • Strategic monitoring of all aspects of UoF will be at the weekly and quarterly scrutiny meetings chaired by the UoF co-ordinator, where data analysis will identify any issues, themes and disproportionality of its use, so appropriate actions and learning can be generated to address them. 		October 2024
7	Too many prisoners lived in crowded cells designed for one person.	<p>HMPPS's cell certification framework requires that cells are only shared where a Prison Group Director has assessed them to be of adequate size and condition. There are other standards set out in the framework, including adequate lighting, heating, ventilation, fittings, and access to water and sanitation. These standards ensure that prisoners are accommodated safely even when held in crowded conditions.</p> <p>HMPPS, G4S and the Prison Director will continue to review operational capacity at HMP Oakwood in line with the framework for the certification of prisoner accommodation.</p>	HMPPS/G4S/ Director	Complete Complete
8	Data and consultation with minority groups were not used well to identify disproportionate outcomes or to provide tailored support.	<p>The Head of Equalities will improve outcomes and support for minority ethnic groups by:</p> <ul style="list-style-type: none"> • Collating and analysing all available Diversity and Inclusion (D&I) data, including data from the Protected Characteristic (PC) consultation forums, to identify any disproportionality outcomes or provide services and activities tailored to the needs of specific groups, for discussion at the monthly Safer Prisons meeting which has been updated to 	Director	August 2024



		<p>incorporate each PC, where actions will be generated, tracked and monitored to address them.</p> <ul style="list-style-type: none"> • Continually promoting the benefits of attending PC forums through monthly communications across all areas of the prison, including invitations to attend the forums sent via the electronic kiosks, so individuals can have a platform to air their views and generate meaningful actions that result in positive changes for each group. • The Deputy Director will complete monthly Quality Assurance checks of all Discrimination Incident Report Forms (DIRF) submitted, ensuring there is ongoing compliance in line with expectations and timeframes. Feedback and guidance will be provided to all staff following the subsequent completion of any DIRF. • The D&I roadmap will be reviewed annually underpinned by a need's analysis of the population. • An annual survey will be completed to provide feedback on prisoner's views and perceptions of D&I and discrimination, to measure progress against the roadmap. • Working collaboratively with the Head of Healthcare to ensure all prisoners requiring them have an up-to-date Personal Emergency Evacuation Plan and that they are receiving the necessary support. • The Head of Equalities will ensure that all foreign national prisoners have access to materials to support them whilst at HMP Oakwood, including access to immigration law books, books in their first language and telephone interpreting as required. Additionally, translation materials and the services available will be communicated in all areas of the establishment so staff can support or signpost prisoners needing the support. 		
9	Clinical health care records did not provide sufficient detail to ensure safe and effective communication about the needs of patients.	<p>The Health Provider will improve clinical records by:</p> <ul style="list-style-type: none"> • Reviewing and re-writing all social care and clinical care plans to ensure they are sufficiently detailed to support the individual with their care needs and goals. • Prioritising all relevant staff to undertake record keeping and care plan training modules by August 2024. 	Health Provider	<p>August 2024</p> <p>August 2024</p>



		<ul style="list-style-type: none"> • Conducting quarterly audits to review the impact and efficacy of training delivered. • Reviewing social care local operating procedures and processes with the social care provider and occupational therapist to provide risk assessments and individualised care plans. 		<p>August 2024 August 2024</p>
10	Prisoners in industry workshops did not have equal opportunities to develop higher level skills or to gain promotion into advanced roles	<p>HMP Oakwood will ensure all prisoners have equal opportunities to develop skills or gain promotion in industry workshops by:</p> <ul style="list-style-type: none"> • Displaying all job descriptions from cleaner grade to shop lead in the workshops for prisoners to see, so they can understand what the job role consists of and what is expected from them should they wish to progress. • Advertising all vacancies with the specified job description, wage and application form. • Sifting through all job applications prior to candidates being interviewed. • The Head of Education, Skills and Work will QA 10% of all applications and interview decisions, to ensure outcomes are fair and equitable for those applying. 	Director	<p>October 2024</p>
11	The reading strategy had not been fully implemented across the prison.	<p>The Head of Education Skills and Work (HoESW) and the Education Provider (Novus) will fully implement the Reading Strategy (RS) for prisoners to improve their reading by:</p> <ul style="list-style-type: none"> • Relaunching the RS by the end of the summer 2024. • Developing an action plan to identify priority of resources to support the implementation of the strategy. • Allocating a Learning Support Practitioner as part of the Prison Education Framework contract to specifically support reading. • Circulating the RS throughout the establishment to advertise the service to staff and prisoners, so they know how to refer or signpost emergent readers. • Identification of prisoners during Induction who require help improving their reading ability, providing them with appropriate support. • Signposting prisoners to the Shannon Trust (a registered charity which trains prisoners who can read to teach their peers) so trained mentors can support them with improving their reading skills. 	Education Contract Manager/Education Provider/Director	<p>October 2024</p>

		<ul style="list-style-type: none"> Quality assurance and targets for improvement will be documented, monitored, and tracked at the monthly Quality Improvement Group. 		
12	Not all prisoners received timely initial information, advice and guidance (see Glossary).	<p>The Information Advice and Guidance (IAG) provider Prospects, will improve the information prisoners are given by:</p> <ul style="list-style-type: none"> Reviewing the whole process to ensure prisoners are given appropriate advice and information as part of their induction, generating, or reviewing their Education Performance Learning Plan. Prisoners without an initial assessment have been identified and the current backlog will be resolved by October 2024. Re-energising the IAG session content marketing all aspects of delivery, ensuring pathways are more meaningful. The IAG provision will be monitored monthly by the HoESW to ensure improvements are being delivered and the backlog is being reduced. Additional monitoring will be at the quarterly contract governance meeting with the IAG provider. 	IAG Contract Manager/IAG Provider/Director	<p>October 2024</p> <p>October 2024</p> <p>October 2024</p> <p>October 2024</p>
13	There were some weaknesses in public protection processes, including the risk management meeting not discussing prisoners early enough to allow for effective release planning, and delays in initiating public protection monitoring of phone calls.	<p>The Heads of Offender Management Delivery (HOMD) will improve weaknesses in public protection processes by:</p> <ul style="list-style-type: none"> Developing the Public Protection Risk Register to ensure all High-Risk prisoners are identified for discussion at the point of 8 months left to serve. Prison Offender Managers will provide monthly updates to the HOMD for all prisoners identified on the Register, highlighting any case concerns if insufficient risk management plans are not in place. These cases would then be added to the Risk Management Protection Meeting (RMPM) agenda for that month. The register will capture all Multi-Agency Public Protection Arrangements (MAPPA) cases to track levels and alerts that are being updated, to ensure all information is collated in sufficient time to confirm MAPPA levels prior to release. The HOMD will monitor all MAPPA levels each month, where levels haven't been confirmed; they will be discussed at the RMPM with partner agencies in sufficient time to confirm them prior to release. 	HMPPS/HOMD	<p>October 2024</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>



		<p>Where this is not possible all available information will be shared with teams in the community.</p> <ul style="list-style-type: none"> ● Providing training to all staff who are required to undertake public protection phone monitoring, so they know how to identify and report identified concerns. ● Monthly quality assurance checks of phone monitoring will be completed by Security Managers to ensure understanding and compliance. 		<p>October 2024</p> <p>Complete</p>
14	<p>There was insufficient forensic psychology provision for prisoners with complex needs, including those serving indeterminate sentences.</p>	<p>The Midlands Partnership Foundation Trust (MPFT), the Mental Health Provider and HMPPS will improve access to forensic psychological services by:</p> <ul style="list-style-type: none"> ● MFPT will review the psychology service staffing provision to ensure it meets the requirement of the establishment. ● MFPT have already identified that the recruitment of a Locum Psychologist is a priority. A recruitment campaign is currently underway. ● Monthly complex case clinics continue to be led by the Professional Lead for Psychology. ● HMPPS Psychology Services Group (PSG) continues to provide support for counter terrorism work at HMP Oakwood through the Pathfinder process. All recommendations for counter terrorism related assessments and interventions that follow from this are referred to have the PSG team. ● High-risk and sexual offending programmes from 2025 onwards. ● NHSE Midlands will monitor the available provision through monthly contract compliance meetings. ● IPP progression panels have commenced with a schedule in place to prioritise complex IPP cases. HMP Oakwood currently holds 85 IPP prisoners and plans to hold annual panels to offer multidisciplinary support. 	<p>Mental Health provider/HMPPS</p>	<p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>Complete</p> <p>April 2025</p> <p>Complete</p> <p>Complete</p>

