



HM Prison &
Probation Service

Action Plan: HMP Stafford.

Action Plan Submitted: 26 March 2025

A Response to the HMIP Inspection: 19 November – 5 December 2024

Report Published: 10th March 2025

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 STAFFORD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.	There had been insufficient stability in leadership. The current governor was the fourth in post since our last inspection four years ago.	Ideally Governors are in post for a sustained period of time, but sometimes there is limited control over this, particularly where they move on promotion. The Prison Group Director will ensure that HMP Stafford is led by an appropriately appointed Governor.	Prison Group Director	Complete
2.	Staff had not had sufficient training to understand the nature of sexual offending, the way offences can be mirrored in prison and the importance of recording and challenging sexualised comments or actions from people convicted of a sexual offence. The prison was therefore not doing enough to reduce the risk posed by these prisoners to the public on release.	<p>HMP Stafford has introduced 'How to work effectively with men with sexual convictions' training package. Four sessions have already been delivered, and there are scheduled monthly training days throughout the year. The training target is 100% of key workers.</p> <p>Currently, 98% of staff have completed 'People convicted of a sexual offence' online training course. This will continue to be a requirement for all staff working at HMP Stafford. All new staff will complete this course as part of their initial training.</p> <p>A focus on offence paralleling behaviour and sexualised and coercive behaviour will be introduced into regular keyworker supervision sessions delivered by Prison</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2026</p> <p>April 2025</p> <p>March 2026</p>



		<p>Offender Managers, ensuring that all key workers are sighted on these risks. The inclusion of offence parallelling and coercive behaviours will be included in the Keyworker quality assurance process.</p> <p>Security notices and signage in relation to challenging inappropriate and sexualised behaviour have been circulated to staff and will be incorporated into the staff induction programme. These materials are utilised to raise awareness of conditioning, manipulation and sexualised behaviour.</p> <p>The regional intelligence analyst now attends the monthly Risk Management meeting. This will enhance the analyst's understanding of the risks associated with people convicted of a sexual offence and ensure that intelligence around this subject is streamlined, processed and disseminated appropriately.</p>	<p>Governor</p> <p>Governor</p>	<p>April 2025</p> <p>Complete</p>
3.	<p>Leaders had not made enough suitable work available in prison industries, nor had they developed good enough relationships with potential employers to improve prisoners' opportunities for employment on release.</p>	<p>A review of prison industry contracts will take place with support from the Regional Employment Lead. This will allow the prison to explore alternative work options for prisoners. This will also include a review of opportunities to engage with external employers in order to improve employment opportunities on release.</p> <p>Work is ongoing with our Regional Employment lead and a national employer to establish an Employment Advisory</p>	<p>Governor</p> <p>Governor</p>	<p>September 2025</p> <p>July 2025</p>



		Board (EAB). This collaboration is designed to generate work and employment for our population.		
4.	Recent gaps in the mental health and psychosocial substance misuse service leadership had reduced oversight and had impacted service delivery. Patients under the care of mental health services waited for up to 34 weeks to access interventions, which was too long.	<p>A new mental health team manager has been in place from December 2024. Supervision and appraisals for healthcare staff are now 100% complete and mandatory training is 97% complete.</p> <p>The substance misuse services psychosocial lead position was filled in February 2025. Additional support is in place from the psychosocial cluster manager who is attending the prison weekly to provide management support.</p> <p>To increase resources within the mental health team, an additional full-time band 5 nurse position will be recruited.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>Complete</p> <p>May 2025</p> <p>May 2025</p>
	Key Concerns			
5.	Prisoners from different groups, such as those from ethnic minorities and disabled prisoners, reported more negatively on their treatment and experiences.	All protected characteristic leads currently hold quarterly Protected Characteristic prisoner forums which link into the establishment's Equality Diversity and Inclusion (EDI) Meeting. The work of the forums serves to better understand prisoner need and to improve the experience and treatment of prisoners. All actions from the forums will be added to our Equalities Action Plan (EAP). This plan	Governor	September 2025



		<p>will be discussed at the quarterly EDI meeting to ensure timely actions are being taken to address issues raised.</p> <p>Forum agendas will now include a focus on the HMIP survey outcomes and data analysis will be introduced to both drive positive cultural change and enable progress to be effectively monitored. Any disproportionality identified will be discussed and actions to address this will be explored and assigned.</p>	Governor	August 2025
6.	Some retired prisoners were unfairly and unnecessarily locked up during the core day.	<p>A workshop space will be converted into a larger communal space to allow an increased opportunity for attendance and improved interaction for retired prisoners.</p> <p>Staff information notices were issued in February and March 2025, reminding staff that retired prisoners are to be unlocked during the core day.</p> <p>Physical checks on residential wings to ensure retired prisoners are not unnecessarily locked up will be undertaken on a weekly basis by residential managers. Dip tests will be completed by Heads of Residential and shared with appropriate Wing Managers. The assurance data will be discussed at the monthly performance meeting to monitor progress and identify further actions where required, as well as bi-monthly line management meetings with the Heads of Residential to ensure adherence is maintained.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2025</p> <p>Complete</p> <p>May 2025</p>



7.	<p>There was insufficient capacity for social visits to meet the needs of the population. Prisoners and visitors struggled to book visits due to high demand.</p>	<p>Following discussion with the booking services team a change to bookings based on the number of social visitors per table has been agreed, therefore increasing the number of visits per session from 25 to 32 tables. This is effective from February 2025.</p> <p>The management of the visits booking line has been reviewed and the number of visits allowed to be booked has been reiterated and enforced.</p> <p>A quality assurance process will be introduced to oversee the management of the external booking line and the impact of the additional visits will be tracked to inform further capacity discussions.</p> <p>Additional work to review social visits sessions is taking place including weekend provision if the above changes do not create sufficient capacity.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>June 2025</p> <p>June 2025</p>
8.	<p>There were gaps in public protection monitoring arrangements. Staff assigned to listen to calls were often redeployed, resulting in delays, and reviews were not always timely. Arrangements to translate calls made in foreign languages were inadequate.</p>	<p>A new monitoring system (in addition to the existing systems) will be installed in the control room to allow for dedicated night staff to complete monitoring daily. This will increase the facility to monitor calls and prevent further backlog.</p> <p>The translation of public protection calls will be monitored by the Head of Offender Management Delivery. A log will</p>	<p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>August 2025</p>



		<p>be held within the public protection unit to track and monitor the timeliness of translation of monitoring. The log will be reviewed at the weekly Regime Management Planning (RMP) meeting to identify resources required and prioritise where appropriate. This will ensure proactive prevention of backlogs and delays. The translation of calls will be undertaken by internal staff in the first instance, and through use of Big Word translation services.</p> <p>Authorisation of monitoring reviews will take place every four weeks, these will be overseen by the Head of Offender Management Delivery who will consider the need for monitoring to continue or to be ceased.</p>	Governor	August 2025
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