



HM Prison &
Probation Service

Action Plan: HMP Wayland

Action Plan Submitted: 03 June 2026

A Response to the HMIP Inspection: 26 January – 5 February 2026

Report Published: 11 May 2026

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: June 2026

ESTABLISHMENT: HMP Wayland

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority Concerns				
1.	Some poor uses of force had not been identified by leaders and overall governance was not sufficiently rigorous. There were no investigations to show if the high use of PAVA was justified.	<p>The Duty Governor will scrutinise all Use of Force daily, including a review of CCTV and Bodyworn Video Camera (BWVC) footage, to identify early learning points and immediate concerns which will be shared with the Use of Force Coordinator.</p> <p>The Deputy Governor will chair a weekly scrutiny panel for all Use of Force incidents to provide scrutiny and assurance and to determine any action required relating to identified concerns.</p> <p>Monthly Use of Force Committee meetings will include data (e.g. use of PAVA, use of restraints) from the previous 12 months. Data will be analysed and reviewed to identify learning which is incorporated into the Use of Force refresher training.</p> <p>All drawing or usages of PAVA will be investigated within 72 hours by the Orderly Officer.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>June 2026</p> <p>July 2026</p> <p>July 2026</p>



		The Use of Force Coordinator will review Use of Force reports and actions and learning identified will be raised through line management processes.	Governor	July 2026
2.	A high proportion of prisoners were testing positive for illicit drugs. Physical security measures were not robust.	<p>HMPPS have specialist staff and equipment to tackle the smuggling of contraband – such as drugs – in prisons, which can fuel violence and create instability. As prison security threats constantly evolve and criminals seek novel ways to destabilise prisons, HMPPS constantly shifts and adapt its security measures to ensure it is keeping pace with changing threats.</p> <p>Weekly intelligence briefings will be delivered through meetings attended by the Head of Security, Head of Operations, Head of Safety and Head of Drug Strategy covering Organised Crime Group issues, conveyance, distribution & intelligence gaps. Actions will be circulated to relevant stakeholders.</p> <p>There will be an increase in suspicion testing to provide support for the Mandatory Drug Testing (MDT) Programme.</p> <p>Adjudication tariffs will be reviewed to ensure that the awards for proven drug tests are appropriate and proportionate to the extent of the issue.</p> <p>A review of all Internal and External CCTV has been conducted, and the Estates Manager has provided a list and timescale for improvements and adjustments.</p>	<p>HMPPS – Directorate of Security</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Estates Manager GSFL</p>	<p>Ongoing</p> <p>June 2026</p> <p>June 2026</p> <p>July 2026</p> <p>October 2026</p>



		The reception area is undergoing significant planned improvements to increase its suitability for increased transfers into the prison. Included in these plans are better equipped search areas enabling staff to conduct physical searches of individuals and property upon reception to the prison. This work is due to be undertaken in the coming months and will improve the overall security of the area from ingress of illicit items into the establishment.	Governor	November 2026
3.	There were substantial defects in the fabric and infrastructure of the accommodation units, and repairs took too long.	<p>HMPPS is continually reviewing the investment required across the estate. The proposals will be underpinned by the data collected in condition surveys which assess the fabric, cells, and critical assets at each prison. These inform long-term forward maintenance registers, which can be prioritised against future capital budgets</p> <p>All ongoing work tasks will be reviewed daily with the maintenance provide GSFL, to ensure effective oversight and timeliness of completion.</p> <p>Significant issues and challenges will be raised at the monthly Tripartite Facilities Management meeting. Issues that cannot be resolved locally will be escalated to the Prison Group Director (PGD) to be raised within the quarterly Ministry of Justice (MOJ) estates meeting.</p>	<p>HMPPS</p> <p>Governor</p> <p>Governor / PGD</p>	<p>Ongoing</p> <p>June 2026</p> <p>June 2026</p>



		<p>All historic outstanding actions will be reviewed and specific timelines for completion identified. An action plan will be produced by the Estates Manager and regular feedback provided to the Governor for assurance of progress.</p> <p>Improvements to the infrastructure of the establishment are currently being delivered with several projects being undertaken, including:</p> <ul style="list-style-type: none"> • New T60 Unit will have space for 247 Prisoners to improve living conditions. • New kitchen to replace the 2 existing kitchens that were identified as needing updating and will be built to support the increase in population. • Extension of the Reception Area to allow for the increased population and the increase in footfall through reception from transfers into the establishment. 	<p>Governor/GFSL</p> <p>Governor</p>	<p>August 2026</p> <p>November 2027</p>
4.	<p>There were weaknesses in the governance of clinical health care and no health forum where partners could address shortcomings. Concerns included long waits for dental and GP appointments, a lack of oversight by the clinical psychologist and pharmacist, and limited access to the</p>	<p>NHS England (NHSE) has committed to a quarterly partnership board meeting for Norfolk Prisons.</p> <p>The Community Dental Team will create an action plan to reduce waiting times.</p> <p>GP provision will be increased by 5 clinics to a total of 10 clinics per week to reduce the backlog.</p>	<p>Governor & Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>Complete</p> <p>July 2026</p> <p>July 2026</p>



	<p>electronic clinical records for most psychosocial recovery workers.</p>	<p>Psychologist provision will be included in the new healthcare contract.</p> <p>An interim pharmacist will be recruited until a permanent member of staff is in post in August.</p> <p>System one access will be provided to the Psychosocial Recovery Team, Pheonix Futures.</p>	<p>NHSE</p> <p>Practice Plus Group</p> <p>Governor</p>	<p>April 2027</p> <p>June 2026</p> <p>August 2026</p>
Key Concerns				
5.	<p>Some staff were not sufficiently familiar with key emergency procedures, including when it was appropriate to enter a cell at night. Several did not know the location of the defibrillators.</p>	<p>A bespoke training plan and refresher course will be developed and delivered to upskill Operational Support Grades (OSGs) and night staff twice yearly. This will include input from the Heads of Security and Safer Prisons.</p> <p>Notices that provide clear instructions to staff will be recirculated in the interim, whilst this training is developed and delivered.</p> <p>Both Night Managers and Custodial Managers will be provided with a set of standard briefings to deliver to all staff coming on duty on nights. This will include emergency procedures for entering a cell during night state. The Duty Governor will conduct assurance checks on staff awareness of emergency procedures during night visits.</p> <p>Defibrillator locations will be highlighted and published for all staff, including a visible plan of defibrillator locations in all</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2027</p> <p>Complete</p> <p>June 2026</p> <p>July 2026</p>



		<p>areas, and communication through daily briefings and ‘Information to Colleagues’ notices. This information will be assured as part of Night Orderly Officer rounds and be included in checks on Duty Governor night visits.</p> <p>Staff will receive instructions to assure themselves of their nearest defibrillator location upon commencement of their duties. Assurance of these briefings will be carried out by the Custodial Manager to ensure that all staff are aware of their nearest defibrillator point.</p> <p>Radio communications delivered to staff responding to medical emergencies will include the location of defibrillators.</p>	<p>Governor</p> <p>Governor</p>	<p>July 2026</p> <p>July 2026</p>
6.	<p>Patients waited too long to be transferred for assessment and treatment in a mental health unit, and most transfers breached the 28-day transfer guideline.</p>	<p>The Mental Health Act 2025 introduces a new statutory time limit of 28 days for transfers from prison and other places of detention to hospital. This reform is due to commence 18-24 months post Royal Assent, which was received on 18 December 2025, and health and justice partners remain committed to commencing this reform in the published timeframe. This time limit, together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment. NHS England and Practice Plus Group will set up a Task and Finish Group to assess current waiting lists and reduce delays.</p>	<p>HMPPS Offender Health</p>	<p>Legislation fully implemented by December 2027</p>



		Health and Justice East of England in partnership with the East of England (EoE) Provider Collaborative are engaged in reviewing the escalation process for those awaiting Mental Health transfers - to support patients moving in a timelier manner to mental health hospitals based on clinical need. This increased partnership working between Health and Justice and the EoE Provider Collaborative will mean greater oversight of those waiting for a mental health hospital placement – and should lessen delayed transfers of care.	National Health Service England (NHSE)	March 2027
7.	Inconsistent supervision of medicine administration queues created an opportunity for prescribed medicines to be diverted.	<p>Medication supervision to be included in the reprofile following completion of the new residential unit, as a non-flexible tasked resource.</p> <p>In the interim, all medication hatches will have an identified member of staff allocated during daily briefings to support with safe distribution of medication to prisoners.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2027</p> <p>June 2026</p>
8.	Prisoners were locked in their cells every Tuesday and Friday afternoon, which meant that they did not experience a full working week.	HMP Wayland has completed this delivery of training shutdowns as part of its regime for a number of years. This has enabled staff to access much needed training and has provided an opportunity for staff to engage in activities that improve wellbeing. Improved wellbeing of staff helps to reduce the level of sickness absence which in turn ensures the delivery of a consistent regime for prisoners. There are no current plans to introduce changes to this element of the regime.	Governor	Complete



		Regime is in place for some prisoners during this period, for example those working in the kitchen, DHL workshop, Reception, Induction Unit.	Governor	Complete
9.	Not all prisoners were receiving timely careers information, advice and guidance.	<p>The Careers, Information, Advice and Guidance (CIAG) Area Manager will produce an action plan to address the backlog of cases where prisoners are waiting for their appointments. This will be shared with the Head of Education, Skills and Work (HoESW), so that it can be monitored and discussed at the monthly CIAG contracts meeting.</p> <p>Due to HMP Wayland's expansion project coming to fruition in 2027/28 the MoJ contracts team have been made aware that staffing levels within the CIAG contract will require review to ensure that that targets are met and timely interventions can be provided.</p>	<p>People Plus Group</p> <p>Governor</p>	<p>July 2026</p> <p>Complete</p>
10.	Not enough prisoners had access to a comprehensive enrichment curriculum.	<p>There will be a review of resources to establish the feasibility of increasing Enrichment Officer provision to enable more opportunities for prisoners at HMP Wayland to access more enrichment activities.</p> <p>Classes for prisoners (including those who are retired) to engage in peer led art have been established to support delivery of enrichment for prisoners who ordinarily do not gain access to work.</p>	<p>Governor</p> <p>Governor</p>	<p>April 2027</p> <p>Complete</p>



		The gymnasium provides additional enrichment sessions for prisoners unable to attend work due to closures including on the topic of health and wellbeing.	Governor	Complete
11.	The prison did not adequately identify or support prisoners who were not receiving social visits.	<p>A questionnaire on family contact will be issued via the digital system for all prisoners to complete. Those highlighted as not receiving visits or family contact will be included in a forum where alternative arrangements can be explored.</p> <p>The Family Development Team will review those prisoners who are not receiving regular visits and put in place a structure of support options to assist them with family contact.</p> <p>As part of the ongoing work to improve Keywork delivery, psychology staff will include family contact in their training sessions for staff.</p> <p>HMP Wayland will explore the feasibility of restarting the Prison Visitors Scheme.</p> <p>HMP Wayland will develop the use of pro social modelling by Peer Representatives to provide meaningful sessions, like coffee mornings, with prisoners who do not have access to visits.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2026</p> <p>October 2026</p> <p>October 2026</p> <p>October 2026</p> <p>October 2026</p>



12.	<p>Prisoners found it difficult to progress through sentence as a result of delays in sentence planning, long waits for accredited programmes and limited one-to-one risk reduction work.</p>	<p>HMP Wayland has been identified for potential additional accredited offending behaviour resources. Scoping activity is currently underway to consider the viability of further future investment.</p> <p>Prison Offender Managers (POM) will deliver additional risk reduction work through the introduction of the non-accredited personal development programmes 'Stoic', 'Kind Regards' and 'Olive Branch'.</p> <p>A 'Tiered Regime' approach (four levels each with a set of expectations and entitlements) on the lifer IPP Wing has been introduced to provide a more open and inclusive environment for prisoners who model a reduction in negative behaviour and looks to recognise engagement in the establishment regime and sentence plans. This also provides Lifer/IPP's the ability to demonstrate their reduction of risk by engaging in the tiered levels and engagement in sentence plan targets.</p> <p>Where it has been identified that prisoners are not suitable for Cat D solely because of Offending Behaviour Programmes not having been completed, HMP Wayland plans to pilot the introduction of a multi-disciplinary board to hear appeals of these decisions. Those eligible will have their cases heard by a multi-disciplinary team of professionals who will jointly make the decision to recognise when completion was out of the individual's control and have proven efforts to address other areas in custody. The board will assess prisoners on their</p>	<p>HMPPS Psychology Service Group</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2026</p> <p>April 2027</p> <p>Complete</p> <p>July 2026</p>
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		individual level of risk and the completion of other targets on their sentence plans.		
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