



Priority Theme	Actions	Owner(s)	Date Due
SAFETY: Suicide and self-harm prevention (HMIP UN Concerns 1 and 4)	Support for prisoners at risk of harm to self and others: <ul style="list-style-type: none"> In order to embed, drive and QA the consistency of Early Days in custody, a temporary dedicated Band 5 Safety Officer will be recruited for 12 months to support the Head of Safety in working with Reception, Residential, prisoners and all relevant stakeholders. Work to further understand the drivers of self-harm and violence, including identifying the frustrations with daily life that are leading prisoners to self-harm will be undertaken by the national safety team. This will include undertaking focus groups with prisoners, staff, prisoners' families, health and other partners to identify and take immediate actions. A safety summit will be scoped and prepared, using the feedback from the focus groups to inform the content of the summit. The outcome will inform the prison's Safety Strategy and corresponding delivery plan. To improve assurance, governance, and quality of Assessment, Care in Custody and Teamwork (ACCT) processes, temporary funding will be provided for 12 months for 2 additional Band 4 staff to act as safety floorwalkers (to support and coach staff and to share best practice). Support will be provided to Exeter's safety team to help build on the recent improvements to the ACCT documentation, including providing coaching to all staff and further upskilling in risks and triggers for self-harm. 	Governor Head of Prison Safety Head of Prison Safety Head of PPSP Head of Prison Safety	December 2022 January 2023 February 2023 January 2023 January 2023
	Rates of Self-Harm/NHS England (NHSE) support: <ul style="list-style-type: none"> NHSE will analyse and triangulate national self-harm data taken from the Safer Custody Statistics. This will enable a regular review of Health-related activity, to understand pressure points and direct focus appropriately. 	Oxleas/ Practice Plus Group (PPG) / NHSE	January 2023
	Mental Health provision: <ul style="list-style-type: none"> A suspension of remission returns from Mental Health (MH) inpatient units to HMP Exeter has been imposed while a national review of the process is conducted. HMP Exeter will form part of a pilot where mental health remissions return directly to the discharging prison. 	Hd of Health and Social Care Team/Hd of Health and Care Partnerships Oxleas/ PPG	January 2023
SAFETY: Early days in custody	Early days in custody: Vulnerable Prisoners Location: <ul style="list-style-type: none"> All Vulnerable Prisoners will be located separately from main prisoners on B wing by early January 2023. The dedicated wing for Vulnerable Prisoners (Bravo Wing) is undergoing system and fabric refurbishments due for completion in December 2022. 	Regional Property Operations Manager	January 2023



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(HMIP UN Concerns 2 and 6)	Medication and observations of new prisoners: <ul style="list-style-type: none"> The NHS England quality assurance team will review the audit of Integrated Substance Misuse Services (ISMS) observations and take appropriate action. A revised Health Local Operating Policy (LOP) will be implemented for Observation and Assessment of prisoners in the first 5 days of admission into prison. A full review of medication administration will be completed and appropriate action taken. An internal Health Quality Assurance (QA) review (Improving Lives Review) will take place by January 2023. A QA review will take place 3 months after the new provider has taken over delivery of health services (Oxleas delivery commenced 1 December 2022). 	Oxleas/ PPG/ NHSE	December 2022 December 2022 January 2023 March 2023
	Induction Processes: <ul style="list-style-type: none"> The HMPPS Quality & Improvement Team (QIT) will undertake a full review of the prison induction process in collaboration with the Progress Partnership team from the Accelerator Prison Project. The recommendations from this review will be implemented to ensure all prisoners attend and complete Induction. Weston College will address the existing backlog and deliver induction to all prisoners within 10 working days of reception. To embed, drive, assure and QA consistent delivery of Induction services, a temporary dedicated Band 5 Induction Lead will be recruited for 12 months. The Contract Management Team (CMT) will review the Information Advice and Guidance (IAG) specification ensuring the contract is fit for purpose and sufficiently resourced to meet identified need. Delivery will include Digital Personal Learning Plans for all prisoners using Virtual Campus. 	Governor/Senior Contract Manager/ Education Provider/QIT	February 2023 January 2023 January 2023 February 2023
RESPECT: Mental Health Support (HMIP UN Concern 5)	Health, well-being, and social care (healthcare delivery): <ul style="list-style-type: none"> A new health provider (Oxleas NHS Trust) commenced the delivery of health services at HMP Exeter from 1st December 2022. A robust governance structure is in place to manage and monitor contract mobilisation and will continue until spring 2023. 	Oxleas/ PPG/ NHSE	March 2023
	Healthcare Staff shortages: <ul style="list-style-type: none"> An Oxleas Project Manager is leading a full recruitment drive, rolling recruitment activity is taking place pre and post contract award with vacancies listed on the 'NHS Jobs website'. A Prison Healthcare Recruitment Event is planned for 25th January 2023 in Exeter. 	Oxleas/ PPG/ NHSE	December 2022 January 2023
	Mental health services: <ul style="list-style-type: none"> A new mental health services model will be introduced as part of mobilisation that will seek to improve service delivery and gaps in provision. 	Oxleas/ PPG/ NHSE/HoH/Governor	March 2023



	<p>Services for patients with a learning disability:</p> <ul style="list-style-type: none"> The new health contract that commenced from 1st December lays out expectations to support prisoners with neurodiverse needs. Following mobilisation there will be a focus on implementing changes in line with the new model. Head of Healthcare will work alongside HMPPS Neuro Diversity lead at HMP Exeter to ensure action is embedded. 	Oxleas/ PPG/ NHSE/HoH/Gov ernor	May 2023
	<p>Living Conditions:</p> <ul style="list-style-type: none"> The Clean, Rehabilitative, Enabling & Decent (CRED) Programme will be introduced with GFSL supervising prisoners, to support ongoing improvements in living conditions. Systematic assurance will ensure that all cells are confirmed as room-ready and include all necessary basic equipment prior to occupancy 	GFSL Governor	January 2023 January 2023
	<p>CCTV:</p> <ul style="list-style-type: none"> An Estates Investment Proposal (EIP) has been submitted for a replacement of the current CCTV system which has been approved by HMPPS Intelligent Client Function (ICF). This will go into the 23/24 Project Delivery Forecast. 	Regional Property Operations Manager (RPOM)	April 2024
<p>PURPOSEFUL ACTIVITY: Time out of cell and Regime (HMIP UN Concern 7)</p>	<p>Time out of cell/Attendance and punctuality to activity:</p> <ul style="list-style-type: none"> The prison will ensure 100% allocation to all available activities. Prison Sector Prison Industries (PSPI) will lead a review of work provision and allocation/movement processes at HMP Exeter to ensure appropriate systems are in place. In order to embed, drive and quality assure the consistent allocation to and attendance at all activity spaces, a temporary dedicated Band 5 Regime Driver will be recruited for 12 months. On wing offers will include Shannon Trust, Education outreach, personal development, peer support, fitness, chess clubs and horticulture activities. PPSP will support the prison in the review of the core day and the deployment of staff to maximise attendance at all activities. 	Governor/ Head of PSPI Governor Governor PPSP	December 2022 December 2022 January 2023 February 2023
	<p>Education, skills, and work activities (provision):</p> <ul style="list-style-type: none"> In order to drive the education focus at the prison, the Reducing Reoffending Directorate have advanced the recruitment of the Head of Education Skills and Work at HMP Exeter and they are now in post. A review of the Annual Delivery Plan (ADP) will be undertaken to reflect the labour market needs. The ESW Progress Partnership will support the prison for 12 months to maximise and embed sustained improvement in education, skills, and work provision. 	Governor/ Education Provider/Redu cing Reoffending Directorate	December 2022 December 2022 December 2023



	<p>Insufficient teaching staff:</p> <ul style="list-style-type: none">Weston College will ensure their staffing profile meets the ADP. They will urgently appoint to the two vacancies within the profiled teaching team. They will provide a forward look to ensure cover arrangements are in place for absences and ensure sufficient resilience in their resourcing model to maintain delivery.	Governor/ Education Provider/	December 2022
<p>LEADERSHIP: SMT Stability (HMIP UN Concern 3)</p>	<p>Senior Management Team (SMT) stability:</p> <ul style="list-style-type: none">Whilst the SMT is now more stable, a complexity review business case that would allow the uplift of specific posts to attract experienced candidates and fill the remaining vacancies in the SMT has been submitted by the Governor for consideration and decision by the HMPPS Complexity Board in January 2023. <p>Staff Development:</p> <ul style="list-style-type: none">HMP Exeter will focus on the development of future senior leader talent pipelines (as part of broader focus for the South West region). A leadership development day for Custodial Managers (delivered by MOJ People Group colleagues) will take place in December 2022 to support the future pipeline of talent.In order to further develop the skillset and resilience of frontline staff, the prior findings from Confidence and Competence Toolkit will be built upon with thematic reviews during the period of support. <p>Prison Support:</p> <ul style="list-style-type: none">To ensure intensive co-ordinated support, the prison is to be assisted by the Prison Performance Support Programme (PPSP). PPSP will conduct a full Requirements Analysis to identify first order issues, operational impacts, and outcomes, and will develop an improvement delivery plan across a 12–18-month timeframe.To co-ordinate the UN and HMIP Action Plans, a Band 8 Improvement Lead will be allocated as an additional resource to the prison.	Prison Group Director MoJ HR Services PSP South Head of PPSP	January 2023 December 2022 February 2022 March 2023 December 2022