



HM Prison &
Probation Service

Action Plan: HMP Wakefield

Action Plan Submitted: 9 March 2023

A Response to the HMIP Inspection: 31 October – 11 November 2022

Report Published: 20 February 2023

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 Her 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 WAKEFIELD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The prison's infrastructure was in a very poor condition in some important areas and in need of HM Prison and Probation Service investment. This included broken lifts, leaking roofs, old showers, the inadequate electricity supply, the poor state of the inpatient unit and outdated physical security systems.	<p>HMP Wakefield have 10 lifts /stairlifts which need either replacement or refurbishment. Surveys have been completed to ascertain the solution required for each lift and the project has been tendered.</p> <p>Replacement showers are currently being installed on a rolling programme for all 68 showers spread across residential units.</p> <p>An emergency bid has been approved for an MOJ property project to provide a Fire Safety upgrade; this is due to commence September 2023.</p> <p>Work to upgrade the treatment rooms including flooring within the unit is due to be completed by the end of March 2023.</p> <p>HMP Wakefield is one of four remaining Category A prisons scheduled to have its security systems replaced, these are taking place on a rolling programme.</p>	<p>MOJ Property</p> <p>MOJ Property</p> <p>MOJ Property</p> <p>MOJ Property</p> <p>MOJ Property</p>	<p>Completed</p> <p>September 2023</p> <p>August 2026</p> <p>April 2023</p> <p>December 2024</p>
2	There were insufficient health care staff, which meant that patients did not receive appropriate and timely care.	<p>The health care and workforce model will be reviewed with the current healthcare provider to identify any gaps in provision and an action plan put in place to address these, this will be reviewed monthly.</p> <p>National Health Service England (NHSE) are currently procuring health needs assessments across Yorkshire and Humberside, HMP Wakefield will be prioritised as one of the first sites for delivery of the assessments to support action planning for HMIP/CQC recommendations.</p> <p>The healthcare provider (Practice Plus Group) is encouraging staff across the region, based at other sites, to apply for Counter Terrorist Checks (CTC)</p>	<p>National Health Service England/Practice Plus Group</p> <p>National Health Service England</p> <p>Practice Plus Group</p>	<p>June 2023</p> <p>September 2023</p> <p>Completed and ongoing</p>



		vetting clearance so that they can cover shortfalls. Practice Plus Group will continue to ask for acceptance of risk for short notice absence.		
3	There was a significant lack of suitable mental health therapies and interventions, including for those in crisis.	<p>The mental health offer will be reviewed with the healthcare provider and an action plan for improvement will be drawn up to address gaps within the current offer. Improvement plans will be discussed with the provider on a monthly basis to monitor progress and reviewed quarterly through contract monitoring meetings. Additional informal reviews for assurance and dip testing of service delivery and patient outcomes will take place through regular site visits from the Health and Justice (H & J) commissioning team.</p> <p>Mobilisation of the offer of enhanced mental health services as a regional resource is in progress. This will be available for patients across Yorkshire and Humberside (including Category B prisoners at HMP Wakefield) through the Wellbeing Unit based at HMP Hull.</p> <p>Currently there is a business case invited by NHSE to expand the resource within mental health, psychiatry and psychology to allow for an expansion of therapies and low-level interventions alongside sustainable assessments and case-load management. The post inspection action plan will update on progress. The business case was submitted to NHSE national team in January 2023.</p>	<p>National Health Service England</p> <p>National Health Service England</p> <p>Practice Plus Group</p>	<p>September 2023</p> <p>April 2023</p> <p>April 2023</p>
4	Medicines management was poor and oversight was inadequate. Patients did not receive their medicines on time, and the transport and storage of some medicines was not in line with safe standards.	<p>NHSE will support Practice Plus Group (PPG) in review of their medication management processes. Improvement action plans will be monitored for progress on a monthly basis and reviewed quarterly through contract monitoring meetings. Additionally, informal reviews and dip testing of service delivery and assurances around clinical oversight will take place in the form of regular site visits from the H&J commissioning team.</p> <p>Since the inspection, Practice Plus Group have recruited a senior experienced Pharmacist, a Pharmacy Technician and the Pharmacy Manager has now returned from maternity leave filling a previously un- backfilled gap.</p> <p>The process of issuing in possession medications has been reviewed in partnership with the prison resulting in changes being made that now allows for early medication start times, this has already had a positive impact in patient satisfaction and delivery of medications.</p>	<p>National Health Service England/Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>June 2023</p> <p>Completed</p> <p>Completed</p>



		<p>The process of transporting medications has been reviewed and all medications are now transported in secured boxes.</p> <p>The Pharmacist in partnership with the Pharmacy Manager and prison colleagues is working on a pharmacy improvement plan. This plan is part of the CQC regulation action plan and will be submitted at their request.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>Completed</p> <p>June 2023</p>
5	<p>Time out of cell for too many prisoners was poor. We found half of the population locked up during the working day.</p>	<p>HMP Wakefield will have several new areas of work opening early 2023. These will include a Barber's shop, which will initially employ six full time prisoners and one mentor. The new Hive Community Centre will employ five workers and will offer a full schedule of daily activities for up to 40 prisoners who will attend older and younger prisoner groups, craft sessions and wellbeing events. There will also be 28 new wing-based workers introduced.</p> <p>The prison is reviewing the role of Workshop 5, previously the Braille workshop, which is currently closed. As part of the review Braille will be moved into an area that is presently unoccupied. Once this is completed and the new work area implemented it will create an extra 40 activity places.</p>	<p>The Governor</p> <p>The Governor</p>	<p>June 2023</p> <p>June 2023</p>
6	<p>There were not enough activity places to meet the needs of the whole prison population. The limited physical space and availability of suitable buildings within the prison hindered any further plans to provide enough places.</p>	<p>HMP Wakefield are reviewing wing cleaner and servery positions to ensure this mirrors the amount of work sessions in industries areas. This will provide an extra 28 workplaces across the four residential units.</p> <p>The prison is reviewing the role of Workshop 5, previously the Braille workshop, which is currently closed. As part of the review Braille will be moved into an area that is presently unoccupied. Once this is completed and the new work area implemented it will create an extra 40 activity places.</p> <p>HMP Wakefield will have several new areas of work opening early 2023. These will include a Barber's shop, which will initially employ six full time prisoners and one mentor. The new Hive Community Centre will employ five workers and will offer a full schedule of daily activities for up to 40 prisoners who will attend older and younger prisoner groups, craft sessions and wellbeing events.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>June 2023</p> <p>June 2023</p> <p>June 2023</p>
	<p>Key concerns</p>			



7	<p>Better strategic thinking and more considered planning was needed across a range of important policies and practices to sustain the good outcomes achieved for prisoners. There were, for example, no data-informed strategies or action plans to make the prison safer or promote equality, and both the reducing reoffending and drug strategies were out of date.</p>	<p>The Governor will uplift the grade of the Head of Safety and Equalities and fill the current vacancy. A new senior leadership post with individual responsibility for Healthcare and Drug Strategy will be created, this will allow the incumbent to focus on the delivery of a new Drug Strategy.</p> <p>The Head of Reducing Reoffending will review and update the Reducing Reoffending Strategy.</p> <p>A data informed Equality Strategy will be created and introduced. This will be publicised throughout the establishment once implemented.</p> <p>In partnership, and underpinned by the existing Pathways document, the Offender Management Unit, Reducing Reoffending Department and Assessment and Interventions Centre (AIC) will develop a strategy that details a co-ordinated approach to settling and preparing prisoners for long sentences and opportunities for sentence progression.</p> <p>The Security and Intelligence function within the prison are now providing analysis expertise to the Head of Safety and Equalities via a Service Level Agreement between the relevant Heads of Function to ensure that data and analysis support the development of strategy.</p> <p>Strategies will become an agenda item on Senior Management Team meetings and will be reviewed quarterly to ensure they continue to meet the needs of the establishment's priorities.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>June 2023</p> <p>June 2023</p> <p>April 2023</p> <p>August 2023</p> <p>Completed</p> <p>April 2023</p>
8	<p>The care and management of potential vulnerabilities and risks for prisoners on their first night in the prison were inadequate.</p>	<p>The establishment have Implemented first night welfare checks carried out at least hourly by night staff, these checks are recorded in the induction booklet. First night safety interviews are also now completed by Supervising Officers. Daily assurance checks are carried out by Wing managers and are reported through the establishments functional assurance document presented to the Senior Management team monthly.</p>	<p>The Governor</p>	<p>Completed</p>
9	<p>Prisoners were held in the segregation unit for excessive periods and reintegration planning was too limited. Although many cases were long-term and complex, reintegration planning was too limited.</p>	<p>All prisoners segregated for Good Order or Discipline of the establishment are now having re-integration plans formulated after the initial 72-hour review, if it is deemed that segregation remains desirable. Re-integration plans are discussed and reviewed at the Segregation Review Boards (SRB). This is where a multi-disciplinary team discuss individual cases.</p>	<p>The Governor</p>	<p>Completed</p>



10	Not enough had been done to address perceived disproportionalities in treatment, particularly among black and minority ethnic prisoners.	<p>A data informed Equality Strategy will be created and introduced. This will be publicised throughout the establishment once implemented.</p> <p>Data will now be monitored, analysed and shared through the Prison Equality Action Group (PEAG), Use of force and Adjudication meetings to address any disproportionality. Trends and/or areas of concern will be highlighted and recorded via these meetings and taskings made for a deeper analysis. The Equality Action Plan (EAP) and Equality Strategy will be used to record these findings and actions taken, the EAP will be reviewed at least bi-monthly.</p> <p>Senior Management Team leads for protected characteristics have been re-published. Each lead will attend the forum quarterly for their strand and be part of the equality event. The Equalities team is now fully staffed, all groups and forums have been reintroduced with minutes taken. Actions are discussed at PEAG and feed into the Equality Action Plan</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>June 2023</p> <p>Completed</p>
11	Dental care waiting times of up to nine months for treatment were too long.	<p>The impact of the pandemic on dental waiting times has been acknowledged through contract monitoring of the services. NHSE have invested in additional dental sessions to be delivered to ease pressures and reduce wait times for patients. NHSE will continue to monitor wait times through contract monitoring including the impact of the additional sessions being delivered between January and March 2023.</p>	<p>National Health Service England</p>	<p>April 2023</p>
12	In most prison vocational workshops, prisoners had no opportunity to achieve accredited qualifications. The often high levels of knowledge and skills they were gaining and applying through their work was not sufficiently recognised.	<p>HMP Wakefield will provide accredited work-based qualifications in all work areas to ensure the high levels of knowledge and skills being gained are sufficiently recognised. This will be alongside a complementary suite of supporting Prison Education Framework (PEF) based learning which have been identified as a need via individual workplace development plans. Qualifications will include:</p> <p>An industry specific textile qualification in Textiles and Design.</p> <p>A Waste Management Industry Training and Advisory Board (WAMITAB) qualification in Industrial Cleaning and Recycling.</p> <p>An AQA for Level 1 in Work Textile, Health and Safety. The AQA's also have the facility to support all on the job training sessions in all workshops.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>May 2023</p> <p>April 2023</p>



		A Level 1 qualification in Joinery for the Woodwork areas.	The Governor	August 2023
		The Royal National Institute of Blind People (RNIB) Level 2 Braille Transcription in the Braille workshop.	The Governor	April 2023
13	Not all of the prisoners had received timely information, advice and guidance to help them make informed choices about their activities. Those with complex learning needs and difficulties did not get a prompt in-depth screening to identify the most beneficial support strategies.	HMP Wakefield have identified 150 prisoners that have not received information, advice and guidance. The prison will ensure this is completed by July 2023. A new education timetable will give the prison four weeks' notice of the commencement of all courses. This will allow assessments to be completed prior to prisoners attending any education course.	The Governor The Governor	July 2023 April 2023
14	The education curriculum was not sufficiently ambitious. It did not meet the needs of prisoners with higher levels of prior attainment.	As well as the current Level 3 qualifications that were in place at the time of inspection HMP Wakefield will be offering a Level 3 Barbering qualification from April 2023. All mentors at the establishment will also be able to complete a Level 3 non-accredited mentoring qualification. The establishment will publicise the current offer of A level qualifications via distance learning through various mediums including adverts and Way Out TV.	The Governor The Governor The Governor	April 2023 April 2023 April 2023
15	Prisoners were often frustrated by their lack of sentence progression. Prison offender manager contact was mostly task driven and there was insufficient access to treatment interventions.	In partnership, and underpinned by the existing Pathways document, the Offender Management Unit, Reducing Reoffending Department and Assessment and Interventions Centre (AIC) will develop a strategy that details a co-ordinated approach to settling and preparing prisoners for long sentences and opportunities for sentence progression. The Offender Management Unit will produce a document detailing the roles and responsibilities of the Prison Offender Manager (POM) within Offender Management in Custody (OMiC) to be issued to all new and existing prisoners. Further information pertaining to this will be disseminated through Offender Management Unit representatives/ information desk, and prison communication notices. A community information notice will be issued before the end of February 2023.	The Governor The Governor	August 2023 April 2023



		<p>Underpinned by a comprehensive needs analysis, Offending Behaviour Programmes (OBP's) will be matched to local and directorate population need. Within the funded envelope, and guided by prioritisation principles, provision will meet the needs of the population. Category A prisoners will be included in allocation decisions with progress measured by quarterly performance returns.</p> <p>The Registered Psychology vacancies are managed by a national rolling recruitment campaign in National Psychology Services Group (PSG); this is ongoing.</p> <p>Recruitment for substantive Prison Officer Specialists will be completed by May 2023.</p> <p>The existing training plan for Interventions Facilitators is being reviewed and will be implemented in line with the agreed OBP offer for 2023/2024.</p> <p>A full complement of probation POM's will be in place by May 2023.</p> <p>A new staffing profile was implemented in January 2023 which has helped reduce redeployment of prison POMs. This will be monitored monthly.</p>	<p>The Governor</p> <p>HMPPS</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>May 2023</p> <p>Completed and ongoing</p> <p>May 2023</p> <p>April 2023</p> <p>May 2023</p> <p>Completed</p>
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