



HM Prison &
Probation Service

Action Plan: HMP Hewell

Action Plan Submitted: 16 March 2023

A Response to the HMIP Inspection: 22 November – 9 December 2022

Report Published: 20 March 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 Hewell

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	Early days in custody arrangements were not good enough. First night risk assessments were not always thorough or complete, and some cells on the early days centre not clean or fully equipped.	<p>Initial induction information is now available and is included in the induction programme. Information is provided in a range of languages, delivered by multi-disciplinary team from across the establishment including the prisoner peer group with support from the neurodiversity lead to ensure people with Learning and Developmental Disabilities (LDD) are supported through the induction process</p> <p>On A spur all peer mentors for early days in custody (EDiC) will be included as caretakers, a full-time employment role for prisoners which will focus on ensuring accommodation is clean, fully furnished, and ready for occupancy. Several cells have been identified as first night cells to assist in maintaining consistent accommodation standards, with caretakers keeping areas cleaned and fully stocked. Staff will conduct a quality assurance check once the rooms are ready.</p> <p>Decency checks have been introduced to ensure that, Early Days in Custody cells are appropriately furnished and welcoming. Any issues reported following completion of these checks are resolved as a priority.</p> <p>Screenings now takes place in private in reception or on the Early Days unit where all risk assessments are completed and recorded through EDiC Passports. EDiC passports are currently signed off by the unit Supervising Officer (SO) with an additional check being included by the Night Orderly Officer to offer an added layer of assurance that all screening aspects are taking place. This enable tracking and monitoring to ensure all prisoners receive their full induction.</p>	Governor	<p>Completed</p> <p>September 2023</p> <p>Completed</p> <p>Completed</p>
1.2	Too little was being done to reduce self-harm levels across the prison. There was no strategy or action plan, limited data analysis and investigation of serious self-harm	HMP Hewell have introduced the Wellbeing Strategy to address both self-harm and violence. The strategy includes Challenge Support Intervention Plan, debt	Governor	Completed



	<p>incidents, and poor oversight of implementation of Prisons and Probation Ombudsman recommendations.</p>	<p>policy and ACCT. It is our approach to improving safety and includes the 5Ps (Profiling, Prioritising, Problem Analysis, Problem Solving, Planning), encompassing our establishment needs analysis. The Wellbeing Strategy includes an action plan which is monitored through the Health and Wellbeing Meeting.</p> <p>Safer Custody Intelligence Analysts will better utilise data to proactively identify themes and underlying causes of self-harm which will inform the ongoing review of the interventions within the Wellbeing Strategy, with actions identified and tracked through the monthly Safer Custody Meeting.</p> <p>In order to improve the accuracy of serious self-harm incident reporting, Safer Custody interrogate and assess every incident of self-harm and provide an assessment of severity, based on guidance relating to what constitutes a serious incident. HMP Hewell will commission investigations for serious self-harm incidents, to take place within a 3 working day window, with quality assurance checks being completed by Safer Custody management of all serious incident investigations</p> <p>A monthly Prison and Probation Ombudsman (PPO) recommendations meeting will be implemented, to prioritise and review actions. This will feed into the monthly Safety Committee meeting.</p>		<p>September 2023</p> <p>Completed</p> <p>June 2023</p>
1.3	<p>Waiting times to see a GP or for a mental health assessment were too long.</p>	<p>To improve the waiting times for GP appointments, an improved triage system has been introduced, incorporating follow up assessments being booked up onto the ledger in a timelier manner. The process surrounding prisoners who chose not to attend their appointment has been improved to bring it in line with the community model. These measures have resulted in a reduction in the wait to be seen for a GP. The GP wait times for HMP Hewell are monitored locally weekly and regionally on a monthly basis through the Service Assurance Meetings with the Head and Deputy Head of Healthcare.</p> <p>A local operating policy and a clear flow chart will be produced detailing how applications are to be logged and divided into the appropriate healthcare need, i.e., primary care, mental health, substance misuse, etc. Waiting list ledgers are to be triaged by an appropriate clinician daily who will prioritise the urgency of an appointment and remove any duplicated appointments.</p>	<p>Head of Healthcare</p>	<p>Completed</p> <p>March 2023</p>



		Following on from a period of staffing shortfalls, the mental health provider will now re-implement the Early Days in Custody model, which will identify those requiring mental health support upon Reception into prison. This will reduce the time taken to undergo an appointment with the mental health team as this process will sit alongside the current TAG referral process.		March 2023
1.4	Prisoners spent too much time locked in their cells with half the population let out for around two hours a day. There were not enough activity spaces available to meet the needs of the population and prisoners were not always allocated to the relevant purposeful activity.	<p>An Activities Summit was held on 31/01/2023 to obtain new ideas from staff, prisoners, and partnership agencies. Information will be collated, and a report produced for discussion at SLT meetings. Focus will be given to providing sufficient activity spaces for all sentenced prisoners, with additional Tier 2 and Structured On Wing Activity identified for all prisoners including the remand population. This will also increase the average amount of time out of cell for prisoners.</p> <p>The activity profile will be reviewed to identify additional activity places and ensure optimal use of existing activity.</p> <p>Management information is scrutinised daily against allocated and attended activity and raised at the morning meeting. Staffing resources in the Activities Hub has been prioritised to ensure allocation processes remain effective.</p> <p>To improve the allocation process, the pathway model will be relaunched and will continue to be embedded as levels of keywork are increased, through improved staffing levels and prioritisation of Officers to these duties through the Regime Management Plan process. Prison Offender Managers (POMs) will be provided with further local development to ensure effective sequencing and allocation to activity based on individual need takes place, in partnership with the Activity Hub. Increased links with the induction process will be made to capture allocation and sequencing at this stage. This will be monitored at the bi-weekly Activity Board, which will be reviewed to make it more purposeful.</p>	Governor	<p>June 2023</p> <p>June 2023</p> <p>Completed</p> <p>October 2023</p>
1.5	There were shortfalls in public protection arrangements. The interdepartmental risk management meeting did not routinely consider all prisoners who presented the greatest risk before their release. There were gaps in arrangements for those subject to public protection monitoring.	Quality assurance of Multi Agency Public Protection Arrangements (MAAPA) has been increased to 25% from 10%, carried out by the Head of Offender Management Delivery (HOMD) to provide greater assurance that the quality of reports is at the required standard. Learning from assurance checks is shared through regular supervision sessions with Prison Offender Managers (POM)	Governor	Completed



		<p>and HOMD, to ensure improved quality and consistency of MAPPA documentation.</p> <p>The monthly Interdepartmental Risk Management Team (IRMT) meetings now discuss all prisoners prior to their release to ensures effective communication is established and maintained with probation colleagues which includes information surrounding risk and public protection monitoring. Release planning of prisoners in the short-term release window has been built into the fortnightly Public Protection Meeting, with cases coming up for release (short term) discussed with written feedback from the POMs where needed. This is then uploaded to Digital Prison Service (DPS), Delius and emailed across to Community Offender Manager (COM)/POM and Senior Probation Officer if needed to ensure compliance with the Pre-Release and Resettlement Policy Framework</p>		Completed
	Key concerns			
1.6	Prisoners on the segregation unit were subject to punitive restrictions and received a limited regime with too little to stimulate or incentivise them.	<p>All prisoners now have access to their entitlements daily. This includes access to a shower, exercise in open air, a phone call, radio and flask. The new installation of controlled medication hatch within segregation has removed the need for prisoners to be escorted to the healthcare department to collect medication, which ensures all prisoners are able to access a full regime</p> <p>Access to in-cell education to be put in place where appropriate. An enhanced range of in-cell activity will be introduced, centred around distraction and health and well-being, such as puzzles, in-cell work outs and access to library.</p> <p>Assurance checks have been introduced to give assurance that the regime is being delivered in full by the segregation Custodial Manager. Further assurance from the Assist Duty Governor is given through daily attendance who are required to sign prisoner daily history sheets to say that they are being facilitated with full regime.</p>	Governor	<p>Completed</p> <p>July 2023</p> <p>Completed</p>
1.7	Very few prisoners received key work sessions.	Under the new profiles a keyworker is allocated to the Video Conferencing Centre (VCC) team who will target Care Leavers and Young Adults. Regime Management Plan (RMP) will prioritise those in most need. 10% quality assurance checks will be carried out by the HOMD and Head of Residence to	Governor	July 2023



		<p>ensure both quantity and quality are effectively monitored, with feedback and guidance given directly to staff.</p> <p>Improved levels of keywork are dependent on levels of available staffing, which is currently around 70%, and this approach will ensure keywork resource available is prioritised to those in most need. As staffing levels increase, Key work will be prioritised to ensure more prisoners receive key work sessions.</p>		December 2023
1.8	Some prisoners with a disability had very limited access to health care services and the regime because broken lifts had still not been fixed.	<p>HMP Hewell have introduced regime access plans for all prisoners identified with a Personal Emergency Evacuation Plan (PEEP). This sets out levels of accessibility, regime requirements and action to be taken to meet prisoner need. This includes a fair and effective use of available accommodation to make the best use of the resources available.</p> <p>Bids are in place to repair the lift on House Block 5. A new lift is currently being installed outside of the segregation unit giving access to the upper walkways. Funding is identified and agreed to provide new ramps and lifts on House block 1 and 2. This will ensure all prisoners on those units can more easily access healthcare.</p>	Governor	<p>Completed</p> <p>March 2024</p>
1.9	Prisoners did not receive sufficient careers education, information, advice and guidance to enable them to make informed decisions about the careers available to them.	<p>The Employment Hub will develop a pre-release programme of preparation for employment offered, focusing on prisoners being employment ready (CV writing, job application writing, employability skills, development, etc.). This will be delivered, in partnership, by the Prison Employment Lead (PEL) and the Information, Advice and Guidance (IAG) team with support from other partners.</p> <p>Prisoners will be invited to attend a pre-release appointment within the 12-week period before their release. The impact of this will be monitored through monthly data gathering.</p> <p>Regular employment events are facilitated, with employers coming in and presenting their companies and industry sectors and the types of roles available for prisoners on release. A prisoner advocate is employed to attend Inductions and market the Employment Hub, advising prisoners that they can make an application to attend if they are seeking work on release.</p> <p>Employment opportunities in the community are advertised in the Employment Hub. The IAG service is advertised on Wayout TV.</p>	Governor	<p>March 2024</p> <p>June 2023</p> <p>Completed</p> <p>Completed</p>



1.10	Prisoners with learning difficulties and disabilities did not consistently receive the support they needed to learn and work effectively.	<p>The neurodiversity lead has given workshop instructors training on how to support prisoners at work with Learning and Developmental Disabilities (LDD) needs. All workshops have received a poster highlighting 5 reasonable adjustments to display in their workshops. LDD screening outcomes have been shared with industries staff to ensure they are aware which of their workers have neurodiverse needs and recommendations on how they can be supported will be provided.</p> <p>A needs analysis of neurodiverse prisoners at HMP Hewell will be produced and analysed to ensure needs are being met appropriately.</p> <p>Training will be provided for education on neurodiversity and support will be offered by the neurodiversity lead in class where required.</p> <p>There are now three Student Support Workers in post who can deliver an outreach service across the prison. A timetable has been produced for Additional Learning Support Engagement covering all the houseblocks and the workshops to provide support for those requiring it. Rooms are now accessible on all houseblocks to support the outreach model. Progress for those with LDD needs are monitored at the monthly Education Performance Meeting (EPM)</p>	Governor	<p>Completed</p> <p>June 2023</p> <p>July 2023</p> <p>Completed</p>
1.11	There were insufficient accredited qualifications in work areas, and the employability skills that prisoners gained were not recognised.	<p>Centre accreditation from City and Guilds will be obtained so that HMP Hewell can provide qualifications in industries. Relevant qualifications will be sought for each workshop that provide employability skills that can be used on release. Instructors have been put forward for Assessors Training through the Continuous Professional Development National lead to upskill them in their areas.</p> <p>To support prisoners gaining new skills for employment, Progress in Workplace documents, will track prisoner attainment in workshops. Quality Assurance will be completed by the Industries Manager and the Head of Learning Skills (HoLS) and discussed at the monthly Quality Improvement Group (QIG) meeting.</p> <p>Novus are now delivering outreach in the workshops focused on improving functional skills levels.</p>	Governor	<p>March 2024</p> <p>September 2023</p> <p>Completed</p>



1.12	Oversight and management of visits was weak. Booking visits was problematic and enhanced and remand prisoners did not receive their entitlement.	<p>HMP Hewell receive monthly analysis of wait time from the booking visits team which will be supplemented with local ad-hoc checks to better understand and assure waiting times are minimal. HMP Hewell will introduce local visits monitoring and escalate concerns to the Family Services Team where appropriate. HMP Hewell will use the Family and Significant Others (FaSO) contract provider to facilitate family forums to obtain user voice data and will then align provision to meet that need.</p> <p>The capacity of the visits hall has been increased by 17% since the inspection. Availability and usage of visits are continually monitored using prisoner and visitor forums together with facilitating visitor and prisoner surveys and reviewing complaints to ensure best use of resources to meet need.</p> <p>Whilst resources and visit times cannot meet the visits entitlement for all remand and enhanced prisoners, HMP Hewell will supplement provision through the promotion and use of virtual visits.</p>	Governor	<p>September 2023</p> <p>Completed</p> <p>Completed</p>
1.13	Support to meet the practical resettlement needs of the large number of prisoners who were on remand was insufficient.	<p>As part of the changes made for the unification of Probation in June 2021, contracts have been let in each Probation Region (including the West Midlands Region within which HMP Hewell is located) to providers of Accommodation services for sentenced prisoners. These Commissioned Rehabilitative Service (CRS) providers are mandated to have a presence in the resettlement prisons in their region. HMPPS are currently in the process of extending these contracts to provide services to all people in prison who have accommodation needs. These extensions are subject to the HMPPS financial Governance approval.</p> <p>Under the new resettlement approach all resettlement prisons including HMP Hewell have an embedded resettlement provision (managed by or otherwise linked to a Probation Delivery Unit (PDU). The embedded pre-release team provides pre-release services not currently available via CRS including Finance, Benefit and Debt (signposting and low complexity support, not advice) and support services to the people in prison.</p> <p>The embedded pre-release team provides immediate resettlement needs and pre-release support for all people in prison including the unsentenced and people out of area. The minimum will be to assess under the Basic Custody Screening Tool, undertake specialist immediate needs and support services to the people in prison.</p>	Governor	<p>March 2024</p> <p>Completed</p> <p>Completed</p>



