

**ACTION PLAN: HMCIP REPORT****ESTABLISHMENT: HMP WAYLAND**

<b>TIMETABLE</b>	<b>DATE</b>	<b>STATUS OF THIS RETURN</b>
Full Unannounced inspection	19-30 June 2017	
Report published	24 October 2017	
Action Plan Submitted	12 January 2018	Attached

**ACTION PLAN - HMCIP REPORT****ESTABLISHMENT: HMP WAYLAND****POSITION AS AT: DECEMBER 2017**

<b>1. Rec. no</b>	<b>2 Recommendation</b>	<b>3. Agreed/ Not Agreed/ Partly Agreed</b>	<b>4. Response Action Taken/Planned</b>	<b>5. Function Responsible/ Policy Lead</b>	<b>6. Target Date</b>
	<b>Main recommendations to the governor</b>				
<b>5.1</b>	The number of assaults should be reduced substantially through violence reduction measures, the efficacy of which should be monitored continuously. (S69)	Agreed	<p>Prison Officer staffing levels will be increased across Residential Units at key times of the day when additional supervision is deemed most necessary.</p> <p>A Key worker scheme will be launched with the aim of offering each individual 45 minutes personalised support per week.</p> <p>An active programme of recruitment will continue, to raise staffing levels to those of a Pathfinder site.</p> <p>The Violence Reduction Team will be fully resourced through agreed recruitment to enable it to complete its mandate. The Violence Reduction team will be trained in Restorative Justice practices.</p> <p>All Adjudicators will receive training in Restorative Justice practices</p>	Head of Safer Prisons	April 2018

			A new Violence Reduction Strategy will be produced to guide the work of the dedicated Violence Reduction Officers.		
<b>5.2</b>	The establishment should continue to focus on reducing the supply and use of new psychoactive substances, and a comprehensive needs analysis should inform an action plan with clear and measurable objectives to reduce both demand and supply. (S70)	Agreed	<p>A comprehensive needs analysis will be produced to inform the establishment's Drug and Alcohol Strategy.</p> <p>The remit of the fortnightly Psychoactive Substance Demand and Supply reduction meetings will be revised to offer a strategic focus and cover all substance misuse. Clear and measurable objectives will be adopted within the Action Plan.</p>	Head of Reducing Reoffending	April 2018
<b>5.3</b>	Managers should work consistently with all prisoners with protected characteristics, especially those with disabilities, and black and minority ethnic and Muslim prisoners, to establish and implement satisfactory ways of addressing their needs and concerns. (S71)	Agreed	<p>HMPPS policy is to increase Black and Minority Ethnic representation of staff within each prison, so that it reflects the working population in the area where the prison is located and internal management data shows HMP Wayland attracts candidates that are representative of this local population.</p> <p>The existing schedule of planned awareness events will be reviewed as will the programme of offender forums.</p> <p>A new schedule of planned engagement forums will be published incorporating all minority populations and protected characteristics, which will be used to understand and address needs and concerns inclusively. The schedule will specify the type and frequency of planned engagement.</p> <p>As per the response to 5.22, Social Care assessments will be produced when necessary to ensure individualised care packages are put in place.</p> <p>A review of all Personal Emergency Evacuation Plans will be undertaken to ensure all are up to date and available and that all roll boards correctly identify those that require this support.</p>	Head of Safer Prisons and Equality	February 2018
<b>5.4</b>	The kitchens should be adequately equipped for the proper storage and separation of food types, and catering staff should, on the basis of full training, store food in accordance with hygiene	Agreed	<p>A full review of existing food storage, preparing and serving arrangements in both kitchens and serveries will be completed to ensure that:</p> <ul style="list-style-type: none"> <li>- Food hygiene standards are being met</li> <li>- Religious and cultural needs are met</li> </ul>	Head of Residential & Services	April 2018

	standards and ensure that religious and cultural needs are met. (S72)		<ul style="list-style-type: none"> <li>- The kitchens are equipped to deal with the pressures of annual religious events (e.g. Feast of Eid) that present short term pressures.</li> <li>- Catering staff are appropriately trained to Industry standard</li> </ul>		
	<b>Recommendations to HMPPS</b>				
	<b>Offender management and planning</b>				
<b>5.5</b>	Prisoners should not be transferred without an up-to-date offender assessment system (OASys) assessment and sentence plan (4.12, repeated recommendation, 4.16)	Agreed	<p>NOMS current guidelines require local prisons, once a prisoner is sentenced to complete an initial assessment (OASys) on risk and needs. This assessment is subject to review, dependant on sentence and at points of significant change which may include transfer, release or other individual related circumstances. There is no requirement to review OASys assessments solely on the basis of a transfer between prisons, the only exception being transfers into the open estate. NOMS guidance to staff ensures that a review is always considered upon transfer and an assessment updated if considered necessary.</p> <p>HMPPS continues to review the OASys backlog and has engaged with HMPS and NPS to ensure that reporting on the OASys backlog is improved and communicated to NPS areas. The prioritisation criteria remains in place to support establishments ensuring the highest priority cases are completed in full, with a reduced assessment for lower risk cases, ensuring all cases have some form of risk assessment and sentence plan.</p> <p>There has been a review of Offender Management in custody (OMiC) and this will address the issues which prisons currently face around completing OASys reports. The new model will move the resource for OASys report completion into the training / resettlement estate and away from local / reception prisons, where there is more time for engagement with the offender and for the plan to be produced.</p> <p>Roll out of the new OM model has commenced within the 10 pathfinder sites and HMP Berwyn. HMPPS are currently working through the roll out schedule into the wider estate, but</p>	HMPPS	September 2019

			the new OM model will be in place in all closed prisons by September 2019.		
	<b>Reintegration planning</b>				
<b>5.6</b>	Basic custodial screenings should be completed to a reasonable quality across the estate. (4.26)	Agreed	A Basic Custody Screening Tool quality assurance development review took place in September 2015 highlighting a series of development actions, based on observations of good practice. This report has been used to further develop a project looking to design a new resettlement planning process, and testing out new delivery options regarding the Basic Custody Screening (BCS) process. Pilots are being planned in order to streamline the current BCS process and/or produce a new resettlement plan, to improve service delivery to prisoners and make sure all prisoner needs and risk of harm are identified and addressed.	HMPPS	December 2017
	<b>Recommendations</b>				
	<b>Courts, escort and transfers</b>				
<b>5.7</b>	Prisoners should be offered comfort breaks at least every two and a half hours. (1.3, repeated recommendation, 1.4)	Agreed	The contractors are required to schedule comfort breaks into journeys every two and a half hours. The Prisoner Escort Record (PER) must be noted when comfort stops are offered and also if declined by the prisoner. PECS Contract Delivery Managers conduct regular checks of PERs, including monitoring for the provision of comfort stops. These checks take place at the vehicle bases at least every three months or sooner. Frequent checks are made by PECS Contract Delivery Managers during court visits to ensure compliance with the contractual requirement of comfort stops. Where these have not been offered and recorded on the PER, Contract Delivery Managers will challenge the Escort Contractor directly. Any problem trends would be challenged at the Monthly Contractor's Operational Meeting. PECS have not received any complaints regarding comfort stops involving HMP Wayland since July 2016.	HMPPS	Complete
	<b>Self-harm and suicide</b>				
<b>5.8</b>	Assessment, care in custody and teamwork (ACCT) documentation should be completed properly. Triggers should record possible future events that might cause self-harm, while actions in care	Agreed	Guidance will be issued to all case managers in relation to Care Plans and potential triggers for those at risk of self-harm.  A new Quality Assurance process will be adopted, led by the Violence Reduction team, which will address areas of non-compliance and report back on the quality of ACCT documentation to the Senior Management Team (SMT).	Head of Safer Prisons and Equality	January 2018

	plans should be relevant and signed off when completed. (1.16)				
<b>5.9</b>	All staff should have up-to-date training on safer custody and ACCT procedures. (1.17, repeated recommendation, 1.30)	Partly Agreed	All staff working with offenders will receive Suicide and Self-harm (SASH) training. This will not be fully agreed due to the training not being required for staff who do not work with offenders.	Head of Safer Prisons and Equality	June 2018
	<b>Security</b>				
<b>5.10</b>	Searching and suspicion drug testing should be sufficiently resourced to carry out all actions which are identified as required on the basis of intelligence, and any slippage should be monitored and addressed. (1.28)	Agreed	New Work Profiles, a revised Core day and a revised Regime Management Plan will be introduced to properly resource the identified shortfall in provision for Suspicion and Frequent Drug Testing programmes and allow appropriate levels of searching to be conducted when necessary.  An active programme of recruitment will continue to raise staffing levels to those of a Pathfinder site.  A tracking system will be put in place to report back on the outcome and effectiveness of intelligence led searches and drug tests.	Deputy Governor	March 2018
	<b>Incentives and earned privileges</b>				
<b>5.11</b>	Prisoners on the basic regime should be set individual and realistic targets to address their poor behaviour. (1.32)	Agreed	Guidance will be issued to all Custodial Managers highlighting examples of best practice relating to target setting and how to incentivise improvement in behaviour.  A Key worker scheme will be launched with the aim of offering each individual on the basic IEP scheme, 45 minutes personalised support per week.	Head of Residential and Safety	April 2018
	<b>Discipline</b>				
<b>5.12</b>	Analysis of adjudication data should include all protected characteristics, and the senior management team meeting should routinely consider adjudications data. (1.35)	Agreed	Adjudication data assessed by the Segregation Monitoring and Review Group will be expanded to include protected characteristics.  A system of Quality Assurance will be introduced which will look both at procedural compliance and possible trends. This will be led by the Governor and Deputy Governor.  Adjudications data will be added to the agenda of Senior Management Team Meeting.	Head of Residential and Safety	March 2018

<b>5.13</b>	The use of force committee should provide adequate oversight, review all uses of force and ensure that all dossiers are completed properly. (1.38)	Agreed	The Terms of Reference for the Use of Force committee will be revised to ensure meetings are held more frequently, that video recordings are sampled and that Use of Force reports are being completed.  The committee will meet on a monthly basis.	Head of Residential and Safety	March 2018
<b>5.14</b>	The segregation unit should be fit for purpose, with adequate hygiene facilities. (1.42)	Agreed	The extent of the work required and cost to improve existing facilities has necessitated the building of a new unit. Plans have been approved for a new purpose built segregation facility and construction is underway.	Governor	January 2019
	<b>Substance misuse</b>				
<b>5.15</b>	The Rehabilitation of Addicted Prisoners trust (RAPt) service should be sufficiently resourced to develop initiatives such as peer support and work with families, and post-programme support for prisoners in recovery should be increased, in partnership with the prison. (1.49)	Partly Agreed	A review of existing resources and work commitments within the Drug Rehabilitation Unit and psychosocial services provision will take place, examining both prison staffing and that of the organisation selected following the current NHS tender for providing psychosocial services. The potential to fund peer support, work with families and post-programme support and provide training on overdose management (including naloxone) will be explored. This recommendation cannot be fully agreed as this work may not be able to be delivered without additional resources.  Designated accommodation will be found within HMP Wayland to establish a community for programme graduates and act as a throughcare unit where the review establishes the need for this Psychosocial support.	Head of Reducing Reoffending	June 2018
	<b>Residential units</b>				
<b>5.16</b>	Two prisoners should not share cells meant for one (2.9, repeated recommendation, 2.10)	Not Agreed	A degree of overcrowding will be reduced by the planned opening of the discrete Induction unit, but further progress can only be made by an appreciable increase in capacity elsewhere within the prison estate.  As part of prison reforms the long-term goal is to reduce overcrowding, while maintaining sufficient capacity in the prison estate to manage the demands of the courts and the sentenced population as efficiently as possible.  Prisons are not expected to operate above their operational capacity. This level is kept under constant review, taking into	Prison Group Director/ Governor/ HMPPS	

			<p>account fluctuations in the prison population and useable capacity across the estate. The prison ensures that this level of operational capacity is set to reflect the provision of safe and decent accommodation and the operation of suitable regimes and that levels of crowding in prisons are carefully managed.</p> <p>The occupancy of prison cells is determined by the Governor of each establishment and, where cells are proposed for sharing when they were originally designed for single occupancy, this is certified by the relevant Prison Group Director in accordance with PSI 17/2012, which provides clear guidelines for determining cell capacities. Cells will only be shared where a Prison Group Director has assessed them to be of adequate size and condition for doing so. On this basis, the recommendation cannot be agreed.</p>		
<b>5.17</b>	All toilets should be appropriately screened. (2.10)	Not Agreed	Design solutions for screening all toilets across A-D wings will be actively explored, however it will not be possible to implement this recommendation fully without additional funding. A programme of industrial toilet cleaning and cell inspections will ensure cleanliness standards are maintained.	Head of Residential and Services	June 2018
<b>5.18</b>	The decaying cell floors on the newer wings should be repaired and the in-cell showers deep cleaned. (2.11)	Agreed	<p>A programme of work to replace all decaying floors commenced on 30 October 2017 and is due to be completed in September 2018.</p> <p>All in-cell showers will be deep cleaned.</p>	Head of Residential and Safety	September 2018
<b>5.19</b>	Cell call bells should be answered within five minutes. (2.12)	Partly Agreed	<p>The number of Supervising Officers assigned to Residential units will be increased.</p> <p>A system of management checks will be introduced to ensure compliance promptly across all residential units in line with PSI 75/2011. This policy does not state a set time within which cell bells should be responded to, so the recommendation cannot be agreed however HMP Wayland will work to a local expectation of five minutes.</p>	Head of Residential and Safety	
	<b>Equality and diversity</b>				
<b>5.20</b>	Foreign national prisoners should be regularly consulted and have access to	Partly Agreed	HMPPS will discuss this with the Home Office and explore the feasibility of arranging on site or telephone independent immigration advice. This recommendation cannot be fully	HMPPS / Head of Safer Prisons and Equality	January 2018

	independent immigration advice. (2.31)		<p>agreed and implemented at this stage as this will require additional resources which are not yet agreed.</p> <p>A new schedule of planned engagement forums will be published incorporating all minority populations and protected characteristics. The schedule will specify the type and frequency of planned engagement.</p> <p>The prison will explore options for providing and funding independent immigration advice to foreign national prisoners.</p>		
<b>5.21</b>	Use of the professional telephone interpreting service should be monitored and should reflect the number of non-English speakers. (2.32)	Agreed	The agenda to the Equalities Action Team meeting will be amended to incorporate monitoring the uptake and usage of the telephone interpreting service and to gauge the number of non-English speakers.	Head of Safer Prisons and Equality	January 2018
<b>5.22</b>	Prisoners with disabilities should be systematically identified on reception, and needs for reasonable adjustments and other support should be met throughout their time at the establishment. (2.33)	Agreed	<p>Guidance on the need to identify prisoners with disabilities will be recirculated to all Reception and Healthcare staff. Social Care assessments will be produced when necessary to ensure individualised care packages are put in place.</p> <p>A review of all Personal Emergency Evacuation Plans will be undertaken to ensure all are up to date and available and that all roll boards correctly identify those that require this support.</p>	Head of Safer Prisons and Equality	February 2018
	<b>Faith and religious activity</b>				
<b>5.23</b>	The chaplaincy should provide an official prison visitor scheme. (2.37)	Agreed	An Official Prison Visitors scheme will be relaunched.	Managing Chaplain	May 2018
<b>5.24</b>	The chaplaincy should establish links with London faith communities to support prisoners near release. (2.38)	Partly Agreed	The Chaplaincy will seek to establish links to London faith communities relating to the major Religions, and will be supported by the HMPPS HQ Chaplaincy Adviser for the East and experience of other Chaplains. However, due to the size of the Capital and the diversity of a population drawn from across the South East this will limit the scale of coverage that can reasonably be achieved from the remote location of HMP Wayland.	Managing Chaplain	June 2018
	<b>Complaints</b>				
<b>5.25</b>	All complaints should be dealt with fairly and responded to with a resolution or	Agreed	New Quality Assurance arrangements will be adopted for Digital Applications and paper based Request and Complaint forms that ensure:	Deputy Governor	April 2018



	comprehensive explanation of future action. (2.42)		<ul style="list-style-type: none"> <li>- Functional Heads are sighted on the timeliness of responses</li> <li>- Individual contributors who fail to address issues raised appropriately are challenged</li> <li>- The SMT analyse volumes and trends monthly</li> </ul>		
	<b>Legal rights</b>				
<b>5.26</b>	Prisoners should have easy access to a wide range of up-to-date legal textbooks, Prison Service Instructions and information about the Criminal Cases Review Commission and Legal Ombudsman. (2.44)	Agreed	<p>Full access to the library will be achieved through an active programme of recruitment to raise staffing levels to those of a Pathfinder site.</p> <p>A stocktake of existing Library Resources covering Legal textbooks, PSIs, the CCRC and Legal Ombudsman will be undertaken.</p> <p>Any gaps in the provision of up to date text will be filled.</p>	Head of Reducing Reoffending	April 2018
<b>5.27</b>	Prisoners should be able to work on their legal cases using word processing packages. (2.45)	Partly Agreed	Word processing facilities are being considered as part of the MOJ Digital Prison Programme but there has been no determination as to the date at which this can be implemented for prisoners, so this recommendation cannot be fully Agreed at this time. In the interim HMP Wayland continue to issue Access to Justice laptops on application where a prisoner can demonstrate a genuine need.	HMPPS / Governor	Complete and ongoing
	<b>Health services</b>				
<b>5.28</b>	All clinical staff should be in date with basic life support training. (2.60)	Agreed	All clinical staff are currently in date for Basic Life Support (BLS) and Advance Life Support training. A training programme is planned in 2018 to ensure all clinical staff are up to date and compliant with basic life support training.	Head of Healthcare	June 2018
<b>5.29</b>	When prisoners receive out-of-hours care, their medical record should be updated immediately, to ensure that ongoing treatment and advice are acted on. (2.61)	Partly Agreed	<p>The system for documenting out of hours emergency care on SystmOne will be reviewed to ensure treatment and advice are updated as soon as is practicably possible following attendance. However, the Health Care provider has not been commissioned by NHS England to provide out of hours cover.</p> <p>Out of Hours care cover duties are assumed by the East England Ambulance Trust and local hospitals. The timing and method of recording treatment is beyond the control of the prison when it is provided by these external stakeholders, so this recommendation can only be partly agreed on this basis.</p>	Health Care Manager	March 2018

<b>5.30</b>	A single health care complaints system should be in operation, and it should be well advertised. (2.62)	Agreed	A single system of raising healthcare complaints and the appeals process will be introduced across all Norfolk prisons Linked to PALS.  This system will be actively promoted and advertised.	Health Care Manager	April 2018
<b>5.31</b>	There should be regular systematic health promotion campaigns. (2.63)	Agreed	A calendar of planned health promotion campaigns will be published and delivered, information leaflets will be regularly restocked and updated.	Health Care Manager	April 2018
<b>5.32</b>	Prisoners should not have to rely on prison officers in order to access health care triage services. (2.70)	Agreed	Arrangements for prisoners to report sick and access Triage services will be reviewed. Non-clinical staff will be removed from the process.  The Triage Protocol has been amended to include that all patients requesting to see Healthcare must be seen in a timely way without the need to disclose any medical in confidence information to non-clinical staff. An audit will be run for further assurance that patients are able to access triage in context of those that report sick during the day (after triage).	Health Care Manager	January 2018
<b>5.33</b>	Prisoners with long-term conditions should receive regular reviews and have evidence-based care plans developed and delivered by competent health professionals. (2.71)	Agreed	A separate Action Plan to address these particular concerns will be produced for the Care Quality Commission.  Management attention will be given to fulfilling the resultant action plan commitments which will have CQC oversight.  Nurse led Long Term Conditions (LTC) clinics have started since the Inspection. LTC pathways following National Institute Care Excellence (NICE) Guidelines have been embedded in practice. There is an escalation process to Nurse Practitioner and GP when required. Additional training is being organised to up skill nurses in management of Long Term Conditions.	Health Care Manager	January 2018
<b>5.34</b>	Medication administration should be fully supervised by prison staff, to ensure confidentiality and prevent diversion. (2.78)	Agreed	Prison Officer staffing levels will be increased across Residential Units at key times of the day when additional supervision is deemed most necessary, particularly when medication is being dispensed.  New Work Profiles will be introduced to properly resource the need for an Officer to be present within the Health Care Centre whenever clinics are being run.	Deputy Governor	March 2018

<b>5.35</b>	All prisoners should have the facility to lock away in-possession medication. (2.79)	Not Agreed	A business case for the procurement and installation of digital safes in all cells will be produced. This recommendation cannot be agreed as it will not be possible to provide safes for all cells without additional funding.	Estates Service Delivery Manager	
<b>5.36</b>	In-possession reviews should be completed in line with a policy that is up to date. (2.80)	Agreed	The In possession policy will be reviewed in conjunction with the new National In-Possession Template and strategic plan for implementation will be written. New templates went live on 20 December 2017.	Pharmacy Manager / Head of Healthcare	January 2018
<b>5.37</b>	For medicines that are deemed critical, follow-up should take place for missed or refused doses sooner than 72 hours. (2.81)	Agreed	The arrangements for following up on missed or refused doses of high risk medicines will be reviewed and revised arrangements shared with dispensing staff. A list of critical medication will be agreed and monitored through pharmacy technicians to ensure a same day or next day review of those patients.	Head of Healthcare / Pharmacy Manager	February 2018
<b>5.38</b>	The transfer of patients to hospital under the Mental Health Act should occur within agreed Department of Health timescales. (2.92)	Agreed	<p>All patients requiring transfer under the Mental Health Act will be assessed promptly, and every effort made to expedite transfers. However, this is dependent on the availability of secure beds in mental health hospitals.</p> <p>The prison will continue to report and pursue the transfer of patients to hospital under the Mental Health Act, escalating the matter whenever there is a risk of Department of Health timescales not being met, but the prison has no power to direct the transfer. All previous referrals had been made in a timely manner. Delays occur when waiting for Gate Keeping Assessment and availability of secure beds as funded by the local authorities.</p> <p>NHS England continues to work with partners across the criminal justice system to improve services for offenders with mental health difficulties. At times there is pressure on some categories of secure beds in certain parts of the country, which is why NHS England are currently undertaking a service review across all medium and low secure services to help ensure high quality care is available when needed. The review commenced in 2016 and is due for completion in 17/18. The outcome of the review will lead to commissioning service developments.</p>	NHS England/ Head of Healthcare	Complete and ongoing

<b>5.39</b>	Social care assessments should be undertaken within the timescale accepted in the community. (2.95)	Agreed	Norfolk County Council's guidelines for the completion of urgent and routine social care assessments will be published locally. This also explains how and when applications will be fast tracked.  Local record-keeping will be amended to track the progress of social care assessment requests.  The agenda of the Safeguarding meeting will be amended to incorporate the status of outstanding social care assessments.	Head of Safer Prisons and Equality	April 2018
	<b>Catering</b>				
<b>5.40</b>	Food temperature logs and associated management checks should be completed on all wings, ensuring cleanliness and good practice in serveries. (2.99)	Agreed	Management checks will be introduced to ensure that food temperatures are logged at the point of service, and that cleanliness and food hygiene regulations are being observed.	Head of Residential and Services	March 2018
<b>5.41</b>	More effective consultation should take place to understand and address prisoners' concerns about the food. (2.100, repeated recommendation, 2.97)	Agreed	A programme of Catering forums will be published.  The digital platform will be used to complete food surveys on a six monthly basis.  The forums, surveys and food comments books will be used as consultation to plan future menus.	Head of Residential and Services	May 2018
	<b>Purchases</b>				
<b>5.42</b>	Prisoners should have access to the full shop ordering system within 24 hours of arrival at the establishment. (2.104, repeated recommendation, 2.102)	Agreed	Technology was rolled out on 30 November which allows account balances to transfer digitally with new receptions to the prison following transfer. HMP Wayland will extend access to canteen ordering systems within 24 hours of arrival once local processes have been implemented.	Head of Business Administration	June 2018
	<b>Time out of cell</b>				
<b>5.43</b>	Prisoners who are not at work through no fault of their own should be unlocked during the core day. (3.5)	Partly Agreed	New Work Profiles, a revised Core Day and a revised Regime Management Plan will be introduced. Those safe systems of work will determine the safe levels of supervision that can be offered on Residential units during the working day. On this basis, this recommendation cannot be fully agreed for all units at all times, however, where possible prisoners who are not at work during the core day will be unlocked.	Deputy Governor	March 2018

5.44	Employed prisoners should have equal access to exercise time. (3.6)	Agreed	New Work Profiles, a revised Core Day and a revised Regime Management Plan will be introduced to properly resource access to at least 30 minutes of exercise each day.	Deputy Governor	March 2018
	<b>Learning and skills and work activities</b>				
5.45	There should be effective pre-release provision, to help prisoners to gain employment or further training. (3.13)	Agreed	<p>A 12 week Pre-Release Board will be convened by the CRC provider and involve the National Careers Service (NCS) for those offenders who are not transferred for a local discharge. This Board will focus on efforts to obtain employment or training for the individual, who will be encouraged to attend.</p> <p>A curriculum review will be completed to ensure that the education and training offer reflects the labour market information for the regions covered by HMP Wayland. The curriculum review will seek to increase access to further education, level 3 vocational training, and preparedness for the labour market (including CV preparation and preparedness for interviews).</p>	Head of Reducing Reoffending	May 2018
5.46	Following assessment, prisoners should be told what they need to do to improve. (3.25)	Agreed	<p>A review will be completed to agree the principles that will be applied when sequencing the allocation of training, activities and interventions to those in our custody.</p> <p>An Activities Hub will be physically created to co-locate all those involved in the assessment and allocation to training, activities and interventions.</p> <p>Activities and sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit. The outcome will be shared with all stakeholders including the prison's College. All new Receptions will be invited to attend those Boards.</p> <p>The quality of teaching will continually be assessed by the service provider. The Quality Improvement Group are charged with driving up the quality of teaching and will monitor the feedback and take action where appropriate.</p>	Head of Reducing reoffending	May 2018
5.47	Classroom teaching should take account of individual skill levels to ensure that prisoners	Agreed	The quality of teaching will continually be assessed by the service provider. The Quality Improvement Group are charged with driving up the quality of teaching and will monitor the feedback and take action where appropriate.	Head of Reducing reoffending	March 2018

	are appropriately challenged. (3.26)				
<b>5.48</b>	Teachers should use prisoners' starting points to plan learning effectively. (3.27)	Agreed	<p>The quality of teaching will continually be assessed by the service provider. The Quality Improvement Group are charged with driving up the quality of teaching and will monitor the feedback and take action where appropriate.</p> <p>A review will be completed to agree the principles that will be applied when sequencing the allocation of training, activities and interventions to those in our custody.</p> <p>An Activities Hub will be physically created to co-locate all those involved in the assessment and allocation to training, activities and interventions.</p> <p>Activities and sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit. The outcome will be shared with all stakeholders including the prison's College. All new Receptions will be invited to attend those Boards.</p>	<p>Head of Reducing Reoffending</p> <p>Head of Reducing reoffending</p>	<p>March 2018</p> <p>May 2018</p>
<b>5.49</b>	Prisoners should be able to study English and mathematics alongside their vocational training. (3.28)	Agreed	<p>A review will be completed to agree the principles that will be applied when sequencing the allocation of training, activities and interventions to those in our custody. This will also examine opportunities to deliver more part time placements for prisoners to undertake both functional skills and vocational training separately.</p> <p>An Activities Hub will be physically created to co-locate all those involved in the assessment and allocation to training, activities and interventions.</p> <p>Activities and sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit. The outcome will be shared with all stakeholders including the prison's College. All new Receptions will be invited to attend those Boards.</p>	Head of Reducing reoffending	May 2018
<b>5.50</b>	Prisoners should be allocated to work and education in line with their skills action plans and career aspirations. (3.29)	Agreed	<p>A review will be completed to agree the principles that will be applied when sequencing the allocation of training, activities and interventions to those in our custody.</p>	Head of Reducing reoffending	May 2018

			<p>An Activities Hub will be physically created to co-locate all those involved in the assessment and allocation to training, activities and interventions.</p> <p>Activities and sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit. The outcome will be shared with all stakeholders including the prison's College. All new Receptions will be invited to attend those Boards.</p> <p>When allocating to activities the skills action plans and career aspirations of the learner will form part of the sequencing considerations.</p>		
<b>5.51</b>	<p>The sequencing of activities, particularly vocational training courses, should be more effective, to allow prisoners to progress through levels quicker and more easily. (3.30)</p>	Agreed	<p>A review will be completed to agree the principles that will be applied when sequencing the allocation of training, activities and interventions to those in our custody. This will examine the scope to allow for faster progression.</p> <p>An Activities Hub will be physically created to co-locate all those involved in the assessment and allocation to training, activities and interventions.</p> <p>Activities and sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit. The outcome will be shared with all stakeholders including the prison's College. All new Receptions will be invited to attend those Boards.</p>	Head of Reducing reoffending	May 2018
<b>5.52</b>	<p>There should be good rates of attendance at learning and skills and work activities. (3.36)</p>	Agreed	<p>Making Learning relevant will lead to improved attendance, therefore:</p> <ul style="list-style-type: none"> <li>• A curriculum review will be completed to ensure that the education and training offer reflects the labour market information for the regions covered by HMP Wayland.</li> <li>• The curriculum review will seek to increase access to further education, level 3 Vocational Training, and preparedness for the labour market.</li> </ul>	Head of Reducing Reoffending	May 2018

			<ul style="list-style-type: none"> <li>• A new pay structure will be introduced to incentivise participation in education and vocational training areas.</li> <li>• Attendance rates will be monitored at the daily operational meeting.</li> <li>• A standing agenda item will be added to the Senior Management Team (SMT) meeting agenda, to report on progress and identify measures to improve attendance.</li> </ul> <p>An active programme of recruitment will continue, to raise staffing levels to those of a Pathfinder site, and reduce restrictions on the regime due to staffing vacancies.</p>		
<b>5.53</b>	Library access should be improved. (3.44)	Agreed	Full access to the library will be achieved through an active programme of recruitment to raise staffing levels to those of a Pathfinder site.	Deputy Governor	April 2018
<b>5.54</b>	Prisoners not attending the library should be encouraged to do so. (3.45)	Agreed	<p>Management information setting out the demographics of those using the library service, and the gaps in provision will be produced on a monthly basis.</p> <p>The agenda of the Reducing Reoffending meeting will be amended to include discussion of this information and allow for the targeting of those who do not use the facility and the possible revision of the service to encourage greater participation.</p>	Head of Reducing Reoffending	March 2018
	<b>Physical education and healthy living</b>				
<b>5.55</b>	Gym staff should promote the use of the gym to prisoners not currently attending. (3.49)	Agreed	<p>Management information setting out the demographics of those using the Gymnasium, and the gaps in provision will be produced on a monthly basis.</p> <p>The agenda of the Reducing Reoffending meeting will be amended to include discussion of this information and allow for the targeting of those who do not use the facility and the possible revision of the service to encourage greater participation.</p>	Head of Reducing Reoffending	March 2018



	<b>Strategic management of resettlement</b>				
<b>5.56</b>	The reducing reoffending strategy and action plan should be kept up to date. (4.4)	Agreed	The Reducing Reoffending Strategy will be updated taking into account recent survey information.  The agenda of the Reducing Reoffending meeting will be amended to include a review of the action plan's progress.	Head of Reducing Reoffending	March 2018
	<b>Offender management and planning</b>				
<b>5.57</b>	Officer offender supervisors should have sufficient time, training and supervision to deliver their responsibilities effectively (4.11, repeated recommendation, 4.18)	Agreed	New Work Profiles, a revised Core day and a revised Regime Management Plan will be introduced to properly resource the identified shortfall in provision for Offender Supervisors. Prison Officers will continue to fulfil the role of Offender Supervisor until at least April 2019 because of recruitment challenges for the NPS in Norfolk and Suffolk.  An active programme of recruitment will continue to raise staffing levels to those of a Pathfinder site.  Case Management will migrate to Pathfinder arrangements when Norfolk and Suffolk Local Delivery Unit (LDU) are able to complete their recruitment processes.	NPS Senior Probation Officer	April 2018          March 2019
<b>5.58</b>	Assessment and planning to manage the risk of harm posed by prisoners should be robust, and this should be subject to quality assurance. (4.13)	Agreed	The strengthening of the Offender Management Unit with the appointment of a Senior Probation Officer to the Senior Management Team to become Quality Assurance Lead for Case Management (Pathfinder process) has enabled the prison to improve integration, strengthen supervision and drive up the standards of quality for assessment and planning.	Governor	Complete
<b>5.59</b>	There should be regular communication and joint working between the offender management unit and other departments, to ensure that the sentence plan drives all work undertaken with the prisoner. (4.14)	Agreed	A representative from The Offender Management Unit will attend the Reducing Reoffending Function's Daily business meeting.  Activities and Sequencing Boards will be held in the Induction Unit for all new Receptions to HMP Wayland and will involve liaison with the Offender Management Unit.  The strengthening of the Offender Management Unit with the appointment of a Senior Probation Officer to become the Quality Assurance Lead for Case Management (Pathfinder	Head of OMU	May 2018

			process) has enabled the prison to improve integration with other departments,		
<b>5.60</b>	All risk assessments should be informed by a current OASys assessment. (4.20)	Agreed	<p>As per the response to 5.5 there has been a review of Offender Management in custody (OMiC) and this will address the issues which prisons currently face around completing OASys reports.</p> <p>New Work Profiles, a revised Core day and a revised Regime Management Plan will be introduced to properly resource the identified shortfall in the completion of OASys assessments.</p> <p>An active programme of recruitment will continue to raise staffing levels to those of a Pathfinder site.</p> <p>Case Management will migrate to the Pathfinder arrangements when the Norfolk and Suffolk Local Delivery Unit LDU are able to complete their recruitment processes.</p>	<p>HMPPS</p> <p>Deputy Governor</p> <p>Senior Probation Officer</p>	<p>September 2019</p> <p>April 2018</p> <p>March 2019</p>
<b>5.61</b>	The specific needs of indeterminate-sentenced prisoners should be ascertained through consultation, and should inform service provision where appropriate. (4.23)	Agreed	A new schedule of planned engagement forums will be published incorporating all minority populations and protected characteristics. The schedule will specify the type and frequency of planned engagement. This will include forums for indeterminate-sentenced prisoners lead by a Senior Manager which will inform service provision.	Senior Probation Officer	January 2018
	<b>Reintegration planning</b>				
<b>5.62</b>	All prisoners should be discharged into sustainable accommodation. (4.28)	Agreed	<p>HMPPS expect Community Rehabilitation Companies (CRCs) to work closely with local partners to help offenders find accommodation and assist them to maintain their accommodation as part of a package of support tailored to meet their individual needs. HMPPS are working closely with other Government departments to ensure this happens.</p> <p>HMPPS have agreed changes to CRC contracts to reflect more accurately the fixed costs of delivering services to offenders, and this will enable providers to focus on the delivery of core operational services. HMPPS are doing further work to consider improvements that can be made to the delivery of those services.</p>	HMPPS	Completed and ongoing

			Whilst the lack of accommodation that external housing providers can obtain is beyond HMP Wayland's control, a 12 week Pre-Release Board will be convened by the CRC provider and involve the National Careers Service (NCS) for those offenders who are not transferred for a local discharge. This Board will focus on efforts to obtain employment or training and sustainable accommodation.	Head of Reducing Reoffending	May 2018
<b>5.63</b>	All prisoners should be offered an effective pre-release course to prepare them for education, training or employment. (4.31)	Partly Agreed	As per recommendation 5.62, a 12 week Pre-Release Board will be convened which will involve the individual concerned and focus on efforts to obtain employment or training and sustainable accommodation.  A curriculum review will be completed to ensure that the education and training offer reflects the labour market information for the regions covered by HMP Wayland.  The curriculum review will seek to increase access to further education, level 3 vocational training, and preparedness for the labour market (including CV preparation and preparedness for interviews).	Head of Reducing Reoffending	May 2018
<b>5.64</b>	The virtual campus should be used to help prisoners in their development of job search skills. (4.32)	Agreed	Two virtual campus terminals will be installed to allow restricted and supervised internet usage which will be provided to job-seekers within the Resettlement Centre.  As per recommendation 5.62 a 12 week Pre-Release Board will be convened, which will focus on efforts to obtain employment or training.	Head of Reducing Reoffending	May 2018
<b>5.65</b>	Managers should analyse whether prisoners are successfully released into education, training or employment. (4.33)	Agreed	The data suite required of the National Careers Service will be amended to incorporate the proportion of releases to have gained entry into employment or training.  The agenda for the Quality Assurance (QIG) meeting will be amended to include analysis of this data.  The data suite from the CRC (which includes employment and Education/Training outcomes) and from information gathered at reception will be an agenda item for the Resettlement meeting to include analysis of this data.	Head of Reducing Reoffending	February 2018

<b>5.66</b>	Prisoners with substance misuse needs should be able to have training on overdose management, including the use of naloxone, before their release. (4.37)	Agreed	<p>A review of existing resources and work commitments within the Drug Rehabilitation Unit and psychosocial services provision will take place, examining both Prison staffing and that of the organisation selected following the current NHS tender for providing psychosocial services. The potential to fund peer support, work with families and post-programme support and provide training on overdose management (including naloxone) will be explored.</p> <p>Designated accommodation will be found within HMP Wayland to establish a community for programme graduates.</p>	Head of Reducing Reoffending	June 2018
<b>5.67</b>	Facilities in the visitors centre should be improved, to cater for friends and family arriving after long journeys. (4.45)	Agreed	New facilities including an outside play area for children, new lockers and a tea bar will be installed.	Head of Operations	May 2018
<b>5.68</b>	A strategy to help prisoners maintain and strengthen family links should be developed and implemented. (4.46, repeated recommendation, 4.41)	Agreed	<p>A “Families matter” strategy will be produced which will seek to develop and improve links. The strategy will cover:</p> <ul style="list-style-type: none"> <li>- Facilities for visitors</li> <li>- Homework club</li> <li>- Dialogue in cases of self-harm</li> <li>- Dialogue in cases of substance misuse</li> <li>- The role that technology can play in strengthening family ties</li> </ul> <p>New work profiles will be produced to address, amongst other things, resourcing pressures in the visits hall.</p>	Head of Operations	May 2018

<b>Recommendations</b>	
Agreed	56
Partly Agreed	9
Not Agreed	3
<b>Total</b>	<b>68</b>