



HM Prison &
Probation Service

Action Plan: HMP Hewell

Action Plan Submitted: 8 October 2025

A Response to the HMIP Inspection: 2 – 12 June 2025

Report Published: 15 September 2025

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP HEWELL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	The regime and support offered to new arrivals was too limited. These prisoners could not go to work, training or education or get to the library or gym. They also waited far too long for telephone numbers to be added to their account, which delayed contact with family and friends.	HMP Hewell will improve the offer for new arrivals by taking the following actions: - A full review of the application of the Public Protection Policy Framework has been completed and screening and identification of relevant cases are proportionate and completed within policy timescales. This has reduced delays in approving telephone numbers to enable timely contact with family and friends. - Following the review of the Public Protection Policy Framework, the Public Protection Audit will be implemented to measure effectiveness of the framework. - The Education, Skills and Work (ESW) induction process will be reviewed to ensure it is effective and meets the needs and challenges of the prison population. This will include accelerating Careers Information, Advice and Guidance (CIAG) and initial education assessments so that prisoners can access learning and development opportunities without delay. - A review of the allocations process will be conducted to improve the speed and effectiveness of assigning new arrivals to activities, including gym and library access, ensuring opportunities for engagement during their early days in custody. - The activity allocation process will be updated to include a clear pathway for prisoners awaiting initial assessments,	Governor Governor Governor Governor Governor	Complete November 2025 October 2025 October 2025 October 2025



		allowing them to engage in interim purposeful activity while assessments are pending. The PE timetable will be redesigned to include an additional weekly session specifically for eligible prisoners on the induction unit, promoting physical wellbeing and inclusion from the outset.	Governor	October 2025
2	Mentally unwell men continued to wait far too long to transfer to a mental health unit in the community.	NHS England have a national Mental Health & Justice Strategic Advisory Group focusing on meeting the requirements of the Mental Health Act Bill, including the 28-day transfer timescales from prison to adult secure mental health hospital. This group reports directly to parliament. Both Provider Collaboratives for the Midlands have newly developed strategic and operational action plans to accelerate prison transfers which includes remodelling of beds/bed capacity, care pathways and procurement of additional beds. These actions are reviewed contractually with Provider Collaboratives, and progress reported to the national group routinely. In the meantime, the West Midlands Health and Justice Commissioning team continue to chair a fortnightly call with the commissioners and providers of secure mental health services to discuss and support the timely assessment and transfer of prisoners, although we are aware that the availability of suitable beds is a constraining factor.	NHS England	December 2026 (longer timeframe due to legislative changes required)



3	Not all health care clinical areas met infection prevention standards.	HMP Hewell will improve infection prevention standards in clinical areas by taking the following actions: • The dental suite will be included in the 2025/26 flooring replacement programme, supported by Area Executive Director funding, to ensure compliance with hygiene standards. • A full review of all existing clinical areas will be undertaken to identify specific deficiencies and required improvements in line with infection prevention protocols. • Based on the outcomes of the review, funding bids will be submitted through established mechanisms to carry out necessary upgrades. Priority will be given to high-risk areas and interventions that directly impact patient safety and infection control.	Governor/Head of Healthcare	January 2026 October 2025 November 2025
4	Not all prisoners received effective and timely induction to ensure they were allocated to activities swiftly.	HMP Hewell will improve the offer for new arrivals by taking the following actions: • Update the ESW induction to better reflect the needs of its current population, improve access to activities, and identify barriers early. Effectiveness will be measured through engagement rates, time to allocation, assessment completion, and regular monitoring of unallocated prisoners. • Allocation data will be reviewed daily at the operational meeting and regularly through the Quality Improvement Group to identify activity the number of available activity spaces, attendance, how long prisoners are spending on induction and allocation. This enables targeted interventions - such as prioritising unallocated prisoners on a weekly basis,	Governor Governor	October 2025 October 2025



		adjusting staffing or scheduling, and refining induction processes - to ensure timely and equitable allocation. Monthly monitoring of education and CIAG assessment data via contractual governance meetings supports accountability and continuous improvement. An Activity Summit will be held to promote and improve engagement to purposeful activity and address any outstanding issues with allocations. This will comprise of stakeholder feedback from prisoners and staff to identify the barriers to attendance and engagement and set actions to resolve.	Governor	January 2026
5	Resettlement support for those on remand was far too limited. Their needs were not always assessed on arrival or reviewed in the lead up to release, so they did not have a resettlement plan and received little help.	HMP Hewell will review the support in place for those on remand and ensure that services are delivered to them by stakeholders. - The Midlands Change Delivery Team will lead a review of current processes to identify delivery gaps and ensure procedures align with the Reception Model of Operational Delivery and the HMPPS Pre-Release and Resettlement Policy Framework. This will ensure remand prisoners are included in structured resettlement pathways from arrival. - Supervising Officers now complete initial screenings for resettlement needs, which are monitored daily to ensure timely delivery of assessments and early identification of support requirements.	Governor Governor	November 2025 Complete
Key concerns				
6	Too little was done to promote positive behaviour.	HMP Hewell will deliver a prison wide plan to promote positive behaviour. Actions taken will include:		



		Monitoring of the number of positive and negative case notes now takes place weekly to ensure consistent recording of prisoner behaviour by staff. This data will be analysed to identify trends, highlight individuals demonstrating sustained positive behaviour, and inform decisions around access to incentives such as enhanced association, and peer roles. Findings will be shared with residential teams to support targeted encouragement and reinforce a culture of recognition and accountability.	Governor	October 2025
		A review of the current core day and regime will take place to identify opportunities within the existing regime and to add in activities that prisoners report will incentivise good behaviour, such as the option to dine collectively and engage in joint activities with staff.	Governor	October 2025
		The Incentives Policy (IP) will be reviewed and republished, informed by consultation with prisoners. There will be a focus on improving the offer available to motivate prisoners to attend and engage in activities, and to remain drug free. Additionally, the review will improve the offer and incentives available for achieving enhanced status, with clear distinction between IP levels.	Governor	November 2025
		Promotion of the benefits of the IP scheme will take place through conversations with wing staff, Prison Offender Managers (POMs) and Key Workers. Management checks of 10% of keywork sessions will focus on promotion of the IP.	Governor	November 2025
		Implement a revised core day and regime that introduces a new profile allowing increased time for enrichment activities. These activities will be accessible to prisoners who demonstrate positive behaviour. The regime will be informed by a review of current practices and prisoner feedback. Delivery will be monitored through regime compliance data and prisoner engagement levels, with adjustments made as needed to maximise impact.	Governor	March 2026



		- A review of the Incentivised Substance-Free Living wing will be completed to identify location and operational delivery. The intention is to maximise referrals to create a safe, supportive environment that encourages, motivates and incentivises those prisoners wishing to reduce dependency on illicit drugs, and desist from involvement in acts of violence and/ or self-harm linked to substance misuse. - Consultation will take place with prisoners to identify ways in which engagement in work and education can be improved. This will include a review of the Pay Policy to maximise engagement.	Governor	October 2025
			Governor	October 2025
7	Support for prisoners at risk of suicide or self-harm was limited. Assessment, care in custody and teamwork (ACCT) plans did not always include all actions needed and support often ended without the prisoners' vulnerabilities being addressed.	HMP Hewell will improve the quality of support in place for prisoners at risk of suicide or self-harm, particularly in relation to ACCT plans by taking the following actions: - Quality assurance processes will be enhanced and strengthened by expanding the scope of involvement to include residential managers, who are not currently part of the process. This change increases the number of steps in the assurance process, allowing for more thorough oversight. Regular input from both safety and residential managers will improve visibility of emerging issues, ensure themes and trends are captured in the monthly safety meeting, and drive responsive action. - The single case management model will be reviewed to make sure each prisoner's needs are clearly understood and consistently supported throughout the ACCT process. One named case manager will oversee each case from start to finish to improve continuity and accountability. To check how well this is working, - Training will be delivered to case managers to improve the quality of care maps and plans. Care maps and ACCT plans will be regularly audited, focusing on whether training has led	Governor	October 2025
			Governor	December 2025
			Governor	March 2026



		to more personalised planning. Progress will be tracked through case manager feedback, compliance checks, and monthly reviews of care map quality.		
8	Just over half of prisoners were living in overcrowded conditions, with two sharing a cell originally designed for one.	The safety and decency of prisoners is paramount. HMPPS continually monitor prison conditions, and take places on and offline depending on safety, stability, staffing levels and maintenance needs. HMPPS will not take decisions that create unacceptable risks to prison safety – but it is right that we had to explore every measure to deal with capacity pressures, as the public would expect, while we continue with delivering new prison places. In prisons where we have crowding in place we have a cell certification process that ensures that use of cells is subject to a formal assessment of safety and decency. While most single cells in the prison system could physically hold two people, the determination of the maximum crowded capacity of a particular establishment is a matter of operational judgement, considering risks to safety and stability. These standards ensure that prisoners are accommodated safely even when held in crowded conditions. HMP Hewell will ensure that all shared cells have screening or shower curtains in place to provide privacy when the toilet is in use.	HMPPS Custodial Capacity, Directorate of Prison Operations	Ongoing
9	Support for foreign national prisoners was lacking. There was very little use of professional interpretation services, which left some prisoners feeling isolated.	HMP Hewell will improve support for foreign national prisoners by taking the following actions: The use of translation services has been widely promoted to ensure that all staff and partners know how to access practical support. The use of this is monitored on a monthly basis at the Equalities Meeting to identify trends in use. Partners are also asked via governance meetings if they have used translation services.	Governor	November 2025
			Governor	Complete



		A dedicated room will be set up on Houseblock Two to use to access translation services via the telephone which can be used by anyone who needs to meet with prisoners. This will include the purchase of additional equipment.	Governor	October 2025
10	Many men got very little time out of their cells. About 40% were locked in their cells for more than 21 hours a day.	HMP Hewell will ensure that the maximum number of prisoners are allocated to purposeful activity and that they attend by taking the following actions: - A review of the allocations process focusing on education spaces will be undertaken. A daily check will be completed to ensure that eligible non-attending prisoners are promptly removed from registers, therefore creating spaces for other prisoners. - Implement a revised core day and regime that introduces a new profile allowing increased time for enrichment activities. These activities will be accessible to prisoners who demonstrate positive behaviour. The regime will be informed by a review of current practices and prisoner feedback. Delivery will be monitored through regime compliance data and prisoner engagement levels, with adjustments made as needed to maximise impact.	Governor Governor	October 2025 March 2026
11	The quality of teaching in functional skills for English and mathematics was not closely monitored and leaders needed to take action to make sure it was consistently good.	HMP Hewell and Novus will improve the quality of teaching in functional skills by taking the following actions: Individual performance is now managed in the department via a bespoke plan where quality improvement is required. This is noted and monitored at the monthly Education Performance Meeting. Full staff development meetings are taking place weekly, with a dedicated focus on quality improvement. Each session has delivered targeted training	Governor	Complete



		and support in response to identified needs, including SMART targets, Individual Learning Plans, learner and group profiles, learning difficulties and disabilities support and progression, and planning/delivery of partner work. • Over the past quarter, a more structured program of staff development and quality improvement has been implemented across all strands. The purpose of this is to address areas for improvement identified through observations, learning walks, and performance indicators, while also supporting new staff and staff who are finding specific areas difficult to respond to or responding quickly enough. • A wider range of resources and activities will be introduced to classes and effectiveness monitored via the QIP and monthly Education Performance Meetings. New ideas identified during observations are implemented promptly through staff development sessions, one to ones and Personal Development Plans. This is in place but still requires further development.	Governor/ Education Manager Governor/ Education Manager	Complete December 2025
12	The reading strategy was not fully implemented in all areas of the prison to ensure that there was a culture of reading among prisoners and that those who were non-readers developed their reading skills quickly.	HMP Hewell and Novus will improve awareness of the Reading Strategy and embed reading into daily prison life, making it accessible and visible by taking the following actions: • In June, all staff undertook an introductory session in the library linked to phonics training (That Reading Thing). That Reading Thing has been introduced with learners on the wings who are struggling with reading but do not meet the criteria for Shannon Trust support. • Evidence from staff suggests improved learner engagement and confidence. Further support will be provided through structured feedback mechanisms, staff forums, mentoring, and the use of learning champions. Ongoing work is focused		Complete December 2025



		on capturing structured data, including case studies, learner feedback, and evidence of progress demonstrated in class-based activities. Some of this can already be evidenced through the spreadsheet that has been in place. • A Shannon Trust mentor is based in day 2 induction and identifies those who will need support with reading and writing. A tracker logs what support has been given and how many mentees have been accessed along with monitoring their progress. Mentees will be paid for engagement which will further incentivise them attending the sessions. A designated operational officer will conduct regular briefings on houseblocks and share the job description of the mentors to ensure they are aware of what work they are required to carry out and what their responsibilities are for unlocking. • The Reading Strategy will be reviewed and relaunched, led by a newly appointed Reading Co-ordinator who will oversee implementation, drive engagement, and ensure delivery is consistent across all areas. The aim of reviewing the Reading Strategy is to ensure it is fully and consistently implemented across all areas of the prison. • The Reading Co-ordinator, supported by Education Champions, will promote literacy through enrichment activities such as book clubs and creative writing workshops. Library access will be further promoted. • Designated areas for books and reading materials will be consistently introduced in all areas of the prison, including residential locations, to support the strategy and reading culture.	Governor	November 2025
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			Governor	January 2026



13	Far too many prisoners were released homeless or without sustainable accommodation.	HMPPS offers a three-tier structure of temporary accommodation known as Community Accommodation Service (CAS): CAS1 (accommodation with a public protection focus for higher-risk offenders, known as Approved Premises), CAS2 (low to medium risk offenders on Home Detention Curfew or bail) and CAS3 (up to 12 weeks basic accommodation for prison leavers at risk of homelessness). There are 50 prison based Strategic Housing Specialists (SHS), across England and Wales. SHS work with a range of stakeholders, including local authorities and Homelessness Prevention Teams (HPTs) and develops, and delivers a range of solutions that remove barriers to accommodation. The SHSs in the West Midlands have established regular pre-release panels with 21 local authorities to identify the most appropriate accommodation pathway for the individuals based on the options available locally. The SHS at HMP Hewell leads 9 of these. They engage with local authorities at a strategic level through local authority accommodation forums and works closely with partners to improve pathways to accommodation, including the establishment of a robust process to ensure medical information is provided to support homelessness applications. To further tackle reoffending and homelessness, HMPPS are also working closely with the Ministry of Housing, Communities and Local Government (MHCLG) and other government departments on the development of a new cross-government strategy to put us back on track to ending homelessness. HMP Hewell will review the support in place for those on remand and ensure that services are delivered to them by stakeholders by taking the following actions: • The Midlands Change Delivery Team will assist the prison to complete a process review to identify areas for improvement against policy outlined in the HMPPS Pre-Release and Resettlement Policy Framework.	HMPPS Community Accommodation Service (CAS) Governor	Complete November 2025
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		• A review of the Reducing Reoffending Accommodation Pathway will take place with the Strategic Housing Specialist and West Midlands Reducing Reoffending lead to identify areas for improvement (which will be monitored via the Reducing Reoffending Meetings) • Supervising Officers now complete initial screenings for resettlement needs, which are monitored daily to ensure timely delivery of assessments and early identification of support requirements.	Governor	November 2025
			Governor	Complete



