



Action Plan: HMP Isle of Wight

Action Plan Submitted: 14th February 2023

A Response to the HMIP Inspection: 20th September – 7th October 2022

Report Published: 17th January 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 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: HMCIP REPORT

ESTABLISHMENT: HMP ISLE OF WIGHT

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.1	<p>The therapeutic and rehabilitative purpose of the prison was not sufficiently prioritised. Leaders had not developed the environment or regime in a way that sought to ensure needs and risks of the sex offender population were addressed. This was compounded by a failure to respond to the new reality of a much larger population of category C prisoners. Specialist staff shortages further worsened this situation</p>	<p>The Staff, Progression, Inclusion, Relationships, Environment and Safe and Secure (SPIRES) project has been commissioned to carry out the following objectives:</p> <ul style="list-style-type: none"> • Undertake a needs analysis and review the current curriculum to inform the revised Reducing Reoffending Strategy for 2023-2024. • Review the gym and library provisions exploring options for having provisions on the wings. • Cooking facilities will be installed on priority wings at the Albany site (Parkhurst wings will be considered following the fire upgrade). • Review the Incentives Policy to ensure it is applicable to the Category C cohort. • Review and update the activities policy to better meet the needs of the Category C population. • Produce a simple regime leaflet for all prisoners. • Locate short term Category C prisoners on the Albany site with a progressive regime to encourage resettlement. Category B prisoners will be housed at Parkhurst along with long-term Category C prisoners to focus on offence related work and progression to Category C. • A Careers Day to be held for Category C prisoners. 	Governor	June 2023

		Complete monthly checks on prisoner data to ensure a quality needs analysis and that the programmes offer for the year 2023-2024 matches that of the population.	Governor	Complete
1.2	Over a third of officers were not available for work in the units, which limited the delivery of the day-to-day regime and led to prisoners spending too long locked in cells	<p>A re-profiling exercise will be conducted to make better use of the current staffing resources.</p> <p>The local team will work with stakeholders to take forward the following initiatives:</p> <ul style="list-style-type: none"> • Recruit a new Colleague Mentor and Capability Manager • Secure funding for a bonus incentive scheme for working additional hours. • Attend community recruitment events, showcasing the vacancies and encouraging applications. • Funding has been agreed for substantive Custodial Manager recruitment. • Explore opportunities to supply officers through the national detached duty scheme. • Deploy Prison Officers under the First Deployment Scheme (FDS). 	<p>Governor</p> <p>Governor</p> <p>HMPPS Resource Management</p>	<p>May 2023</p> <p>Complete Complete April 2023 Complete April 2023 Ongoing</p>
1.3	The level of recorded self-harm was very high and there had been seven self-inflicted deaths since our last inspection	<p>All operational staff and non-operational staff who have contact with prisoners will be trained in relevant Safety Support Skills modules within a two year period.</p> <p>The re-profiling exercise will include ensuring the local safety team have more dedicated resource available to them. It will also better enable key work activity.</p>	<p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>May 2023</p>



		<p>Develop an establishment wide Prison and Probation Ombudsman (PPO) action plan to track and monitor all recommendations.</p> <p>Introduce an assurance document to assess Case Manager performance by monitoring Assessment, Care in Custody and Teamwork (ACCT) reviews.</p> <p>Staff information notices will be published annually to remind all staff of the requirement for prompt answering of emergency cell bells.</p> <p>The Safer Custody Team will provide a monthly analysis of self-harm, in order to identify emerging trends and identify actions to address self-harm rates.</p> <p>The Long Term High Security Estate (LTHSE) Regional Safety Team will provide bespoke team and individual training for staff in both ACCT and Challenge, Support and Intervention Plan (CSIP) processes.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Regional Safety Team</p>	<p>April 2023</p> <p>March 2023</p> <p>March 2023</p> <p>Complete</p> <p>June 2023</p>
1.4	Prisoners had very limited access to work or study. Planned access was severely undermined by poor attendance, poor punctuality and prisoners returning to their cells early	<p>A multi-disciplinary approach will be introduced to explore the reasons behind refusal to attend work and education.</p> <p>HMP Isle of Wight will deliver a monthly target of 95% prisoners in planned activity.</p> <p>Funding has been secured for the laundry refurbishment project, which will create 24 prisoner activity places.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2023</p> <p>April 2023</p> <p>January 2024</p>

		<p>Undertake a needs analysis and review the current curriculum, incorporating the prisoners survey results against the seven pathways.</p> <p>The Reducing Reoffending Strategy will be reviewed incorporating the findings of the needs analysis, reviewed curriculum and results from the prisoner survey 2023-2024.</p> <p>Residential Custodial Managers will monitor unlock times in the Parkhurst site (Albany is electronic unlock) and senior leaders will monitor unlock times as Duty Governors.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2023</p> <p>May 2023</p> <p>March 2023</p>
1.5	There were significant gaps in release planning for prisoners many of whom posed a high risk of serious harm to the public	<p>An establishment needs analysis will be completed, which will feed into the overall Reducing Reoffending needs analysis in line with the seven pathways. This will in turn inform a revised Reducing Reoffending Strategy for 2023 – 2024.</p> <p>The Inter-Departmental Risk Management Team (IDRMT) meeting Terms of Reference and Agenda will be reviewed to ensure it adheres to national guidance.</p> <p>Offender Management Unit (OMU) Case Administrators will produce the list of cases to be discussed at IDRMT meetings, which will include all High and Very High Risk of Serious Harm, and Multi Agency Public Protection Arrangements (MAPPA) eligible prisoners that are at six months and three months prior to release.</p> <p>Pre-release prisoners are captured during the handover to community Probation at the 7.5 months prior to release stage. The Prison Offender Manager (POM) will refer the case into the IDRMT meeting if they have not previously been</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>Complete</p> <p>Complete</p> <p>March 2023</p>

		discussed, to ensure that all relevant prisoners' risks are flagged and resettlement needs are discussed. Quarterly Public Steering Group meetings will take place, providing clear governance over all public protection work.	Governor	April 2023
1.6	The health provider had identified risks to service delivery and patient outcomes, but improvements had not taken place quickly enough	All healthcare staff will be trained in the use of the i-auditor system used within Practice Plus Group for recording audits. All identified risks will be recorded through each monthly Local Quality Assurance meeting at site level. Risk registers will have a local monthly review with the Regional Governance Manager to determine risks to be escalated and update the information centrally of actions being taken and control risks in place. A remote GP service to be made available for HMP Isle of Wight, utilising both virtual clinics and telephone-based care. GP cover to also be available to provide support during periods of unexpected absence. Monthly workforce meetings will be organised by the Commissioner to support the provider with their recruitment strategy and monitor service delivery through the quarterly contract and performance meeting. The healthcare service has been recommissioned and a new mental health provider will be delivering enhanced psychiatric service as part of the mobilisation of the new contract from April 2023.	Head of Healthcare Head of Healthcare Head of Healthcare NHSE NHSE NHSE	March 2023 Complete Complete Complete April 2023 April 2023

		The new mental health provider will be responsible for ensuring learning disabilities interventions and assessments are carried out in a timely manner. The recruitment of a Psychologist, Assistant Psychologist and an Intellectual/Disability Nurse will form part of the new service model.	Head of Healthcare	April 2023
	Key concerns			
1.7	Data were not used well enough to improve outcomes. Managers did not explore outcomes at other prisons holding a similar population, including those convicted of sexual offences and category C prisoners. They did not evaluate the impact of the education and skills curriculum to drive improvement	<p>The local communication strategy will be reviewed to ensure it has a greater focus on the main departmental and performance meetings use of data, analysis and actions.</p> <p>Multiple comparison groups will be used when presenting data at departmental and performance meetings. Other establishments holding Category C men and prisoners convicted of sexual offending (PCSO) will be used as additional comparators to HMP Isle of Wight.</p> <p>Evaluation of the impact of the education and skills curriculum will be carried out at monthly reducing re-offending meetings.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2023</p> <p>Complete</p> <p>April 2023</p>
1.8	Many of the residential units were shabby, bleak and in need of significant repair	<p>Four shower areas have been refurbished: three in House Unit 22 and one on House Unit 19. House Unit 11 shower areas will be refurbished by March 2023.</p> <p>A proposal to refurbish other shower areas has been submitted to MOJ and is currently awaiting a funding decision which is expected by June 2023.</p> <p>A further 20 shower areas are planned for refurbishment with construction to commence in 2024.</p>	<p>MOJ Property Directorate</p> <p>MOJ Property Directorate</p> <p>MOJ Property Directorate</p>	<p>March 2023</p> <p>June 2023</p> <p>April 2024</p>

		<p>New resin floors will be installed in shower and toilet areas, including communal toilet areas on both Sites with Albany being the priority.</p> <p>Several flat roofs across Albany site, including the chapel will be repaired. Capital Bids for the control room, administration and DOJO roofs have been submitted.</p> <p>Additional works request will be prioritised by those that support the refurbishment and replacement of key areas associated with decency concerns.</p> <p>Prisoner maintenance teams will be expanded to help support improved living conditions.</p> <p>Residential areas will be improved by ensuring all cells have curtains and a process will be established for adequate and timely replenishment.</p> <p>All residential units will have identified cleaning officers with clear control of cleaning equipment, stores and chemicals.</p> <p>All exercise yard improvements will be completed, this includes painting artwork on the exercise yard areas and providing board games on the yards.</p> <p>A dedicated agency resource will be funded for 16 weeks to support the painting programme at Albany.</p>	<p>MOJ Property Directorate</p> <p>MOJ Property Directorate</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>GFSL</p>	<p>September 2023</p> <p>December 2023</p> <p>February 2023</p> <p>February 2023</p> <p>February 2023</p> <p>April 2023</p> <p>June 2023</p> <p>Complete</p>
1.9	Black and minority ethnic and Muslim prisoners and those with mental health problems were far more negative than their counterparts about some key aspects of their	<p>The Diversity and Inclusion (D&I) will be integrated with the Safety Team to enable increased joined up working.</p> <p>The D&I Action Plan and the Safety Action Plan will be merged, enabling increased cross functionality and support.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>

<p>care, for example, their relationships with staff and the safety outcomes they experienced</p>	<p>Focus groups will be held with Black, Minority Ethnic and Muslim prisoners. All prisoners within these groups will also be invited to complete a survey to explore their experiences. Feedback will be used to create a working group focused on increasing cultural awareness, with a supporting action plan.</p>	Governor	April 2023
	<p>Forums will be organised to examine the issues raised by prisoners with mental health issues and their perceptions of care. This will be co-ordinated with targeted work to improve the ACCT processes (see <i>Priority concern 1.3</i>).</p>	Governor	April 2023
	<p>The Racial Inclusion and Striving for Equality staff network (RISE) cultural awareness toolkit will be implemented to provide staff with a wider understanding of cultural differences and to examine staff culture and attitude.</p>	Governor	June 2023
	<p>Use of Force (UoF) and proportionality in relation to protected characteristics will be examined through UoF and equalities meetings. Feedback from prisoner/staff protected characteristic forums will also be reviewed at these meetings.</p>	Governor	Complete
	<p>The neurodiversity nurse will attend all UoF meetings.</p>	Head of Healthcare	Complete
	<p>Information relating to language translation services will be promoted and published within the establishment for prisoners. Clear guidance will be issued to staff as to when and how this should be accessed, along with the Foreign National Offender handout, to improve access for non-English speaking prisoners to essential services.</p>	Governor	March 2023



1.10	Mental health and learning disability services did not provide adequate or timely evidence-based care or treatment	The Governor will commission a multi-disciplinary review of mental health and learning disability services, to include undertaking a 'prisoner journey'.	Governor	Complete
		The Local Delivery Quality Assurance Board (LDQB) will provide written narrative to the Deputy Governor on a quarterly basis outlining the mental health provision and issues that prevent treatment, evidence-based care or inadequate treatment.	Governor	March 2023
		A monthly workforce meeting will be arranged by the NHSE Commissioning Team to support the provider with their recruitment strategy and track the mental health service delivery through quarterly contract and performance meetings.	NHSE	Complete
		Learning disabilities interventions and assessments will be carried out in a timely manner. A new Psychologist, Assistant Psychologist and an Intellectual/Disability Nurse will be recruited to form part of the new service model.	Head of Healthcare	April 2023
		Weekly handovers for healthcare staff will be implemented to ensure the team are fully briefed on all patients with complex needs, with appropriate detail regarding their current plan of care and any actions outstanding.	Head of Healthcare	April 2023
		Individual clinical supervision will take place with all healthcare staff to provide an opportunity for reflection upon the importance of timely record keeping. Lessons learned will be anonymised and shared with the wider team.	Head of Healthcare	Complete
		Clinical record keeping will be reviewed through managerial one-to-ones to reflect on quality and provide an opportunity for peer feedback to drive the importance of high standards of documentation.	Head of Healthcare	Complete



		An e-learning module on 'Record Keeping' has been developed and is available on the training platform for staff to access. All healthcare staff will undertake this training within the next six months.	Head of Healthcare	August 2023
1.11	There was insufficient oversight of, and control over, medicines creating risks to staff and patients	<p>Lockable containers will be ordered allowing medication to be transported safely across the Prison site.</p> <p>New made to measure cabinets will be ordered to hold medication securely within the clinic.</p> <p>Where transportation of Controlled Drugs (CD) is not conducted by porters and escorts, due to operational pressures, approval to move through gates will be managed via the control room.</p> <p>The Chief Pharmacist will deliver two CD education and awareness sessions to all healthcare staff.</p> <p>A full CD audit will be undertaken, with an accompanying action plan to remedy any faults/risks identified.</p> <p>All CD will be destroyed in accordance with the drug licensing requirements, this will be overseen and by the Head of Healthcare.</p> <p>A full-time pharmacist will be recruited for HMP Isle of Wight.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>May 2023</p>
1.12	Leaders had not prioritised reading or literacy	A revised Education Skills and Work Reading Strategy will be published.	Governor	March 2023



	<p>A presentation will be delivered to the senior leadership team, clarifying the Reading Strategy and the expectations of them in terms of prioritisation.</p>	Governor	April 2023
	<p>Shannon Trust delivery is now identified as a priority at the Regime Management Plan weekly meeting, with hours dedicated both during the week and weekend.</p>	Governor	Complete
	<p>A full time Shannon Trust Tutor to be appointed, who will ensure all those who require literacy support are accurately identified and supported.</p>	Governor	April 2023
	<p>The induction process will be reviewed to include a more robust reading assessment to identify reading starting points. Those identified with a reading or literacy need on reception will be allocated a Shannon Trust trained mentor.</p>	Governor	April 2023
	<p>Waiting lists of those with a reading need and requiring support will be monitored within the Reducing Reoffending and Quality Improvement Group Meetings (QIG).</p>	Governor	March 2023
	<p>Posters advertising the reading opportunities and support will be created and distributed on site.</p>	Governor	April 2023
	<p>The prisons Mentor Strategy has been reviewed to ensure there is emphasis on the Information Advice and Guidance (IAG) and Shannon Trust roles being delivered effectively.</p>	Governor	Complete
	<p>Phonics training will be delivered to all education staff.</p>	Governor	June 2023
	<p>Face to face library services have been re-introduced with ongoing monitoring to ensure that this activity remains a priority.</p>	Governor	Complete



		A training package for embedding Maths and English in workshops has been rolled out.	Governor	Complete
		Industry specific reading material will be purchased to encourage wider learning across work placements.	Governor	April 2023
1.13	Leaders did not make sure that prisoners could access education promptly enough to make progress towards their career aspirations	<p>A full delivery plan review will be implemented, underpinned by an updated needs analysis. This will be commissioned at the start of the academic year and will include a review of English for Speakers of other Languages (ESOL), commissioned spaces and appropriate prioritisation.</p> <p>All prisoners will have a digital education plan on arrival at HMP Isle of Wight (remand prisoners have the option to engage in this process) to assist prisoners in setting their Education, Skills and Work (ESW) goals. These plans will be reviewed with the IAG mentors within six months.</p> <p>ESOL wait times will be monitored under a new weekly Education/ Learning and Skills Manager (LSM) meeting. Data will be discussed at the Quality Improvement Group (QIG) meeting, to also include engagement rates.</p> <p>The reducing re-offending management team will review the allocation of prisoners quarterly to ensure maximum and appropriate allocation.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2023</p> <p>April 2023</p> <p>Complete</p> <p>March 2023</p>
1.14	Prison offender managers did not have enough contact with prisoners or access to interventions to help them address their offending behaviour	An OMU Strategy will be introduced to outline the requirements for POM to prisoner contact. Delivery of these agreed levels of contact will be tracked during POM supervision sessions with the Head of Offender Management Delivery (HOMD).	Governor	June 2023

		<p>The OMU will develop and introduce a plan to address the number of prisoners who have not had an Offender Assessment System (OASys) review in line with the Offender Management in Custody (OMiC) policy. Priority will be given to those whose sentence progression may become hindered due to a lack of up-to-date OASys.</p>	Governor	Complete
		<p>Two Probation Service agency staff will be secured to undertake assessments remotely to assist with staff shortfalls and alleviate POM's workloads.</p>	Governor	Complete
		<p>A community Probation Service Officer will be recruited to deliver a service to remand prisoners at HMP Isle of Wight in the absence of a dedicated POM.</p>	Governor	Complete
1.15	There was too little support to help prisoners maintain or rebuild ties with their families and friends and no reliable resettlement help for those being released	<p>The OMU will run a report monthly to determine which of the population is at the 6, 9, 12 and 18 month stage of their sentence. This will be escalated to the national Population Management Unit for onward movement of these prisoners to aid their resettlement.</p>	Governor	Complete
		<p>The SPIRES project will produce a business case to develop and deliver a four week resettlement course.</p>	Governor	June 2023
		<p>A Family and Significant Other Strategy will be developed in partnership with Barnardo's.</p>	Governor	March 2023
		<p>A review of video visits will be completed and the facilitation of video visits to be introduced at weekends, as well as in half term, to maximise children's attendance where applicable.</p>	Governor	April 2023
		<p>Family visit days will be re-introduced with an increased capacity, each prisoner will be allowed up to six visitors.</p>	Governor	Complete

		<p>A Family Survey will be completed at least annually by Barnardo's.</p> <p>The Story Book Dad's and Raising Readers schemes will be re-advertised through newsletters, the library and education departments. Access to these schemes will be regularly monitored.</p> <p>A Family Links programme will be designed and delivered during 2023 to include:</p> <ul style="list-style-type: none"> • Identifying prisoners who are isolated and contacted as part of the welfare check. • Identification of family ties to be sought during Induction process. • A reprofile of staffing to include dedicated key work session with a focus on family ties and facilitating improved contact. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2023</p> <p>May 2023</p>
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