



HM Prison &
Probation Service

Action Plan: HMP Dovegate

Action Plan Submitted: 25 January 2024

A Response to the HMIP Inspection: 18 September – 5 October 2023

Report Published: 8 January 2024

INTRODUCTION

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



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP DOVEGATE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>Levels of violence and drug use were increasing. Much of this was fuelled by prisoner boredom; leaders did not deliver a full and purposeful regime that motivated prisoners to behave, engage and progress.</p>	<p>The staff entrance, visits and in-cell medication policies will all be reviewed to help reduce drug ingress and supply.</p> <p>Safety strategies concentrating on the reduction of violence and self-harm, will now be subject to full annual reviews.</p> <p>A fluid drug strategy will also be implemented with a three-year plan.</p> <p>Prisoners identified as participating in drug misuse or drug activity will be discussed at the local Tactical Tasking and Co-ordination Group (TTCG) and form part of the TTCG action plan to better manage individuals and support accordingly.</p> <p>The feasibility of netting being added to both internal exercise yards to reduce the risk of illegal items being conveyed into the establishment will be explored.</p> <p>HMP Dovegate will engage with HMPPS to improve and fully embed the use of Challenge, Support and Intervention Plans (CSIP) to enhance outcomes for those found to have misused illegal substances.</p> <p>There will be ongoing interventions with onsite Psychology services to address gang mentalities and improve debt reduction.</p> <p>Three additional courses, Three Pillars, Unlocked Drama and Finding Rhythms will be introduced to address substance misuse, give prisoners leadership and teamwork skills and affect positive thinking behaviours.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>May 2024</p> <p>August 2024</p> <p>May 2024</p> <p>May 2024</p> <p>July 2024</p> <p>May 2024</p> <p>May 2024</p> <p>April 2024</p>



		<p>A review of activity places will take place to ensure there is a full and purposeful regime during the core day and evenings to enhance enrichment activities and reduce prisoner boredom.</p> <p>A Welding workshop will be opened to employ 30 prisoners within the establishment. Qualifications will be provided by an external company with prisoners gaining skills in fabrication and welding, draughtsmanship, Health & Safety officer, production team leading, managing stores and quality assurance. The aim is to provide employment opportunities for prisoners in the community.</p> <p>A works party made up of nine prisoners has been implemented to clean/repair window grilles reported as broken or blocked within the establishment.</p> <p>Prisoners pay will be reviewed to reflect positive behaviour whilst also encouraging engagement and progression within the regime.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>May 2024</p> <p>June 2024</p> <p>Completed</p> <p>May 2024</p>
<p>2</p>	<p>Prisoners with addiction problems or experiencing substance withdrawal symptoms who arrived late at the prison did not have access to alcohol detoxification or opiate substitution treatment. Health staff did not carry out overnight welfare checks on these new arrivals, which was unsafe and placed prisoners at risk.</p>	<p>Every prisoner arriving as a late reception (outside of usual operating hours for core healthcare services) has their Digital Person Escort Record (dPER) assessed for risks before an Emergency Screening assessment (ESA) is completed. A full health screening is completed the following day and a second screening within 72hrs.</p> <p>All healthcare staff completing the reception screening process have been instructed to use Patient Group Directive or call the Out-of-Hours (OOH) service if medication is required following their assessment. An alcohol out of hours protocol has now been established and disseminated to staff, a learning webinar in relation to the protocol has been recorded and is accessible on an internal Learning Management System. An algorithm is now displayed in reception explaining the process of accessing OOH prescribing and the process for escalation. This will continue to be monitored and where access to OOH services has been an issue these will be considered as an incident and recorded on the DATIX reporting system.</p> <p>NHS England are aware of the challenges that have been experienced with access to the Staffordshire OOH services (commissioned by local</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p> <p>NHS England Commissioners</p>	<p>Completed</p> <p>April 2024</p> <p>April 2024</p>



		<p>Integrated Care Systems). NHS England will continue to meet with the ICS to identify challenges, solutions and to generally improve access to OOH services for prison healthcare services.</p> <p>Given the changing population, a rapid Health Needs Assessment has been commissioned by NHS England to review whether changes to commissioned healthcare resources are required to ensure patients arriving late can have their healthcare needs met promptly and safely. Any recommendations will be promptly addressed.</p> <p>There are two members of staff now working nightshift after reception has finished, one is based on House Block 3 and the other is in the Healthcare Centre to enable monitoring as clinically indicated for any new receptions. This will be robustly monitored with unannounced spot checks by healthcare managers.</p>	<p>NHS England Commissioners</p> <p>Practice Plus Group</p>	<p>February 2024</p> <p>February 2024</p>
3	<p>Waiting lists for transfers under the Mental Health Act were too long. In the last six months, five prisoners identified as requiring assessment and treatment in hospital under the Mental Health Act waited between 80 and 201 days to be transferred, which greatly delayed access to care and could have had a deleterious effect on their potential recovery.</p>	<p>NHS England Health & Justice West Midlands continues to maintain oversight of long waits for secure mental health beds and escalates delays to mental health provider collaboratives and Mental Health Specialised Commissioners both regionally and nationally as this is a widespread issue.</p> <p>Increased patient acuity, reduced bed capacity and staffing issues within secure settings were observed because of the pandemic which impacted on bed availability and transfer times.</p> <p>Escalation processes are in place and fortnightly multiagency calls are held to support prioritisation and to try and expedite transfers. There is also a national data collection exercise underway to determine the scale of demand and waiting times for all patients.</p> <p>A national portal for data collection has been set up to facilitate this. Once this data collection exercise is complete further actions can be agreed.</p>	<p>NHS England Commissioners /Practice Plus Group</p>	<p>August 2024</p>
4	<p>The number and range of vocational training and work activities was insufficient. Vulnerable prisoners and those in the therapeutic centre had access to a limited curriculum. There were too many unemployed prisoners.</p>	<p>The range of vocational training and activity opportunities for prisoners will increase meaning that more purposeful activity places will be available. The number of remand prisoners at the establishment fluctuates frequently, however meaning that the number of prisoners mandated to apply for available vacancies will also fluctuate. A review of activity places</p>	<p>The Director</p>	<p>May 2024</p>



		<p>will also take place to ensure there is a full and purposeful regime during the core day and evenings to enhance enrichment activities and reduce prisoner boredom.</p> <p>A Welding workshop will be opened to employ 30 prisoners within the establishment. Qualifications will be provided by an external company with prisoners gaining skills in fabrication and welding, draughtsmanship, Health & Safety officer, production team leading, managing stores and quality assurance. The aim is to provide employment opportunities for prisoners in the community.</p> <p>A works party made up of nine prisoners has been implemented to clean/repair window grilles reported as broken or blocked within the establishment.</p> <p>A review will take place to include qualifications within vocational training and work activities, with potential for outside employment upon release.</p> <p>Prisoners pay will be reviewed to reflect positive behaviour whilst also encouraging engagement and progression within the regime. This will include unsentenced prisoners who make up the vast amount of those unemployed throughout the establishment.</p> <p>A needs analysis will be undertaken to ensure the curriculum meets the requirements of vulnerable prisoners and those in the therapeutic centre.</p> <p>The Information, Advice and Guidance (IAG) process will be reviewed, and staffing will be expanded to increase the ability to conduct both initial and ongoing reviews in a timelier manner. This will assist in sentence planning, sequencing of appropriate activities and unemployment.</p> <p>A needs analysis will also take place to consider whether outsourcing IAG provision will prove beneficial and meets the needs of the establishment.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>June 2024</p> <p>Completed</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
	<p>Key concerns</p>			



5	<p>Leaders did not consistently collect and make use of available data to understand the needs of prisoners and to drive improvements. This was particularly evident in work to ensure fair treatment, release planning, and education, skills and work.</p>	<p>HMP Dovegate will review data used at the Quality Improvement Group (QIG) meeting using the HMPPS template as a guide to ensure that all necessary information is considered. The efficiency in the use of the IT administrative system CURIOUS has been continuously improving and will continue to improve due to an additional administrative resource recently assigned to update this system regularly and enhance data collation. Data from CURIOUS will then be used to inform the strategic decisions to improve delivery and enhance the establishments needs analysis.</p> <p>The Equalities Department now have access to the relaunched HMPPS Hub Monitoring Tool for Equalities. This data is now incorporated into the monthly Diversity and Equality Action Team (DEAT) meetings with discussion points of different data comparisons monthly.</p> <p>The DEAT meeting will be videoed and broadcast across site to all prisoners via the in-cell TV to allow all prisoners to have access to the data used to drive improvements.</p> <p>HMP Dovegate have started monthly resettlement meetings, a Head of Reducing Reoffending (HORR) role will be introduced, and the Reducing Reoffending Partnership Group will resume. Key agenda items will be release planning and accommodation. HMP Dovegate will review data and work with third party organisations to reach required outcomes.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>May 2024</p> <p>Completed</p> <p>February 2024</p> <p>May 2024</p>
6	<p>Many cells suffered from inadequate ventilation because window grilles were broken or blocked. This led to poor living conditions, particularly in shared cells.</p>	<p>A works party made up of nine prisoners has been implemented to clean/repair window grilles reported as broken or blocked within the establishment. The turnaround timeframe is being reduced with the increased workforce.</p> <p>The Facilities Management Team also have staffing in place to complete necessary work to ensure all grilles are now replaced in a timely manner.</p> <p>Monthly cell decency checks will now include the inspection of window grilles. Any defects will subsequently be reported to the Facilities Management Team.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>Completed</p> <p>Completed</p> <p>March 2024</p>



7	<p>Prisoners waited too long to get access to their stored property. Delays of up to six months had led to many complaints from prisoners trying to get their possessions. Recent efforts had reduced the backlog, but the delay was still around one month.</p>	<p>There has been a re-focus on further reducing the backlog of prisoners accessing their property with an increase in resources within the area. This has led to a reduction of complaints in relation to property at HMP Dovegate.</p> <p>Reception administration will monitor call up lists and inform managers of any delays. Reception managers will monitor collections to ensure call ups are completed in a timely manner to provide oversight.</p>	The Director	April 2024
8	<p>There were insufficient facilities for prisoners to prepare food and cook for themselves, particularly those serving long sentences.</p>	<p>Replacement equipment for microwaves and toasters have been ordered for the required areas.</p> <p>There is no consideration currently to increase the food preparation areas to more than what the establishment already offer as the physical environment prevents this from taking place. There is a small table on each wing near the microwaves and toaster cabinets where food preparation can take place.</p>	The Director	February 2024
9	<p>There were gaps in the provision for prisoners with disabilities. There was, for example, no formal system, training and oversight for prisoners who were supporting their disabled peers with their domestic needs.</p>	<p>Training to teach prisoners to support disabled peers will be sourced. A train a trainer course will be implemented to have this as an ongoing training course available across the prison. Appropriate staffing will be allocated to also complete the course which will enable them to continue to train others.</p> <p>A formal system will be introduced with prisoners able to apply to complete the course in accordance with appropriate education levels and workplace risk assessment criteria. Trained prisoners will fall under the Diversity, Inclusion and Equalities Team who will provide supervision and oversight.</p>	The Director	July 2024
10	<p>Dentist wait times were too long. Some prisoners had been waiting over 16 weeks for a first appointment, and 22 of the 122 patients in line for treatment had been waiting up to 39 weeks.</p>	<p>Urgent dental cases continue to be seen within two days and often on the same day, however it is acknowledged the waiting times for routine appointments are too long. Practice Plus Group will ensure that dental clinics are utilised to full capacity, and clinic cancellations minimised. Waiting list initiatives will be implemented by the dental Provider (Time for Teeth), monitored by Practice Plus Group (as lead contractor) and NHS England, as Commissioners of the service.</p>	Practice Plus Group/ NHS England Commissioners	February 2024



<p>11</p>	<p>The quality of teaching and training in English, mathematics and in the main workshops was weak. Ineffective quality assurance processes had not identified these weaknesses. As a result, leaders had not provided teachers and training staff with recent training on how to improve their teaching practice.</p>	<p>A quality manual has been introduced to ensure that an effective quality assurance process is in place across all work areas and workshops.</p> <p>Learner walks and lesson observations will be sequenced and completed to ensure that the quality of teaching in all education, skills and work areas improves.</p> <p>Members of staff will be better supported to improve sequencing and teaching practice. The schemes of work for English have been re-written and will be introduced by tutors.</p> <p>Continuous Professional Development (CPD) has been offered to all staff and tutors are applying for relevant courses, a review of funding for this is being discussed.</p> <p>Discussions are being held with an external company to deliver Skills Tracking training to Education staff including workshop instructors.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>Completed</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
<p>12</p>	<p>Initial advice and guidance to help prisoners to achieve their employment aspirations was limited. Advice was not timely; staff did not review prisoners' plans usefully and many prisoners did not feel they were making sufficient progress.</p>	<p>The Information, Advice and Guidance (IAG) process will be reviewed, and staffing will be expanded to increase the ability to conduct both initial and ongoing reviews in a timelier manner. This will assist in sentence planning, sequencing of appropriate activities and unemployment.</p> <p>A needs analysis will also take place to consider whether outsourcing IAG provision will prove beneficial and meets the needs of the establishment.</p> <p>The list of prisoners awaiting IAG assessments has been assessed and the process of adding prisoners to this list has been adapted so that it is more effective. The list will initially continue to increase due to having a back log of prisoners requiring a digital personal learning plan (DPLP) in place who arrived prior to 2022 when DPLP's became active. There is, however, a plan to address this by increasing the number of prisoners that can be seen per session with the additional member of staff.</p>	<p>The Director</p> <p>The Director</p> <p>The Director</p>	<p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
<p>13</p>	<p>Too many prisoners were released without an address to go to. In the last year, 173 of the 600 prisoners released on completion of their sentence had</p>	<p>Strategic Housing Specialist resources, who are responsible for strengthening partnership working with key partners, including local authorities, and housing providers, to improve processes and pathways to</p>	<p>Deputy Director Transitional Accommodation</p>	<p>Completed</p>



	<p>no accommodation, according to HMPPS data. The prison did not have a good understanding of this data and did not hold figures on the accommodation outcome for the many more remand prisoners released directly from court.</p>	<p>reduce the number of prison leavers released into homelessness, have been allocated to Prison Group Directors (PGD). Those prisons that do not have an allocated Strategic Housing Specialist, such as HMP Dovegate, can approach the relevant PGD to request support on a 'consultancy' basis, setting out in what ways they would welcome the support of a Strategic Housing Specialist.</p> <p>Community Accommodation Service Tier 3 (CAS3) was launched in July 2021, initially in five probation regions, providing up to 12 weeks accommodation on release with support to moves to settled accommodation. HMPPS expanded the service to Wales in June 2022 and are rolling out to the remaining English probation regions including the West and East Midlands, to support those who would otherwise leave prison homeless.</p> <p>Sentenced prisoners can now be referred to rehabilitation provision, provided by Commissioned Rehabilitative Services (CRS) for support with accommodation, through-the-gate mentoring and finance, benefits and debt (FBD) which are in place at HMP Dovegate.</p> <p>HMPPS will extend the CRS contracts for accommodation (men) to unconvicted and unsentenced prisoners. (Finance benefit and debt is already available).</p>	<p>Deputy Director Transitional Accommodation</p> <p>Head of Resettlement and Commissioned Rehabilitative Services</p>	<p>March 2024</p> <p>Completed</p> <p>March 2024</p>
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