



HM Prison &  
Probation Service

Action Plan: HMP Highpoint

Action Plan Submitted: 26<sup>th</sup> February 2024

A Response to the HMIP Inspection: 16<sup>th</sup> – 27<sup>th</sup> October 2023

Report Published: 30<sup>th</sup> 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 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 HIGHPOINT

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Highpoint was designated a training and resettlement prison but fell short of its stated aim and purpose.</b> Too few purposeful activities were available, and there was not enough support given to prisoners to help them get employment on release. There was, similarly, not enough offending behaviour work, and the delivery of resettlement services was poorly coordinated.	<p>There is recruitment underway for the new post of the Head of Education, Work and Skills who will be responsible for setting and leading the strategic direction and coordination of these matters within the prison. Should recruitment be successful it is anticipated the applicant will take up post in June 2024.</p> <p>A review of activity spaces took place between December 2023 and January 2024, and an additional 11 activity spaces were brought online in art, brick laying, carpentry, and multi-skills. In addition, the Crito Project for higher learning in philosophy, has provided a further 6 activity spaces. Alongside this, workshop provision was reviewed in December 2023 and plans are in place to reconfigure the space, this will mean an additional 50 activity spaces within workshops by April 2024.</p> <p>From June 2024, prisoners within their 10-week resettlement window, will be invited to attend a face-to-face multi-disciplinary workshop to create individual resettlement plans.</p> <p>There is a Virtual Campus in place, however, a lack of IT infrastructure has limited its use. It is projected that the necessary cabling will be installed by April 2024, and when done this will allow prisoners to search for and apply for jobs prior to release.</p> <p>The terms of reference for the Employment Advisory Board were reviewed in November 2023 and its core membership extended to</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2024</p> <p>April 2024</p> <p>June 2024</p> <p>April 2024</p> <p>April 2024</p>



		<p>include industry sectors that prisoners are interested in, as well as labour market information. The prison is currently working with 80 providers which is anticipated to rise over 90 by April 2024.</p> <p>New programme facilitators are projected to be in post and fully trained to carry out their roles by July 2024. When trained facilitators are in place, a second Thinking Skills Programme Course will be stood up which will provide an additional 50 places in the 2024/2025 delivery period and 60 places in the 2025/2026 delivery period. Alongside this, Kaizen (General Violence strand) will commence and provide an additional 8 places in the 2024/2025 and 16 places in the 2025/2026 delivery periods.</p> <p>In November 2023 the Drug Strategy Lead, alongside the Health and Justice Partnership Coordinator, commenced a bi-monthly Continuity of Care meeting. The purpose of this is to ensure that prisoners with additional needs such as substance misuse and adult social care, are being identified and the necessary community support is put into place prior to release.</p> <p>In October 2023, upon release from HMP Highpoint, prisoners were provided with a questionnaire for them to identify their biggest and most concerning challenges at the point of release. This will allow Resettlement Services to gauge what improvements could be made to address these issues.</p> <p>In December 2023, an administrator was recruited to support prisoners with bank accounts and identification prior to release.</p>	<p>Governor</p> <p>Governor</p> <p>East of England (EoE) Probation</p> <p>Governor</p>	<p>Commence July 2024</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
2	<p><b>Drugs and other illicit items were easily available in the prison.</b> The evidence indicated that this problem was linked to violence, debt and bullying, but that steps taken to address risks were neither comprehensive nor well-coordinated.</p>	<p>A whole prison approach to the Safety Strategy was created in October 2023 and has now been incorporated into the reviewed Safer Custody policy that was published in January 2024. The reviewed policy consolidates, and coordinates work across other associated policies e.g., Debt, Drug, Violence Reduction, Isolated Individuals and Supply</p>	<p>Governor</p>	<p>Completed</p>



		<p>and Reduction. The strategy shows a two-way approach that documents specifically how prisoners, staff and other key stakeholders contribute to safety.</p> <p>To ensure that the monthly multidisciplinary drug strategy meeting is purposeful and comprehensive, the terms of reference, strategy document and supporting action plan will be reviewed and published in March 2024. This will enable strategic oversight and collaborative working across departments and key stakeholders to help address these issues.</p> <p>The Drug Strategy lead continues to build relationships with the local police to join efforts in tackling County Lines issues. This includes the development of a training package alongside the County Lines Coordinating Team to be delivered to staff to give staff an understanding of the drug issues in the community and how these are then reflected in prisons and the risk this poses.</p> <p>In November 2023 a weekly meeting between the Security, Residential and Safety teams was implemented to review the intelligence picture and agree actions to help challenge and disrupt the supply and distribution of illicit items. This meeting is supported by an action plan that is then reviewed each week to ensure progress. In December 2023, a permanent Security Intelligence Manager was appointed, and will lead in coordinating intelligence and subsequent actions alongside regional and police colleagues.</p> <p>In March 2024 HMP Highpoint will again request capital funding for replacement security netting. In the meantime, to mitigate this, from December 2023, the protocols for exercise yards on the residential units which are most vulnerable to illicit activity were reviewed and the location of where exercise takes place on some units were changed to reduce to likelihood of throwovers.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2024</p> <p>May 2024</p> <p>Completed</p> <p>March 2024</p>
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			Governor	Completed
			Governor	Completed
3	<p><b>The quantity and quality of key work were not good enough.</b> Prisoners had too little support and, for example, over the last six months, only a third of sessions had been delivered. Records also suggested a lack of focus on sentence progression.</p>	<p>Key work delivery now forms part of the quarterly performance reviews held between functional heads and the Governor. A dedicated Custodial Manager has been appointed to oversee the delivery of keywork, including monitoring daily figures and addressing trends.</p> <p>To improve quality and ensure that key worker sessions are focused on sentence progression, the Head of Performance will brief all Custodial Managers on the expectations of the keyworker quality assurance checks. From March 2024, the Head of Performance will conduct a monthly 10% dip test on these checks to assure quality.</p> <p>To support the young adult population, four officers were provided with upskilling training to conduct key worker sessions and deliver the 'Choices and Changes' programme to these prisoners to help with development of their psychosocial maturity. By August 2024 a further 4 officers will be trained to expand delivery to other cohorts.</p> <p>To help ensure sentence progression for indeterminate sentenced prisoners, a separate key worker strategy and action plan will be developed with key stakeholders, this will be in place by March 2024.</p>	Governor	Completed
			Governor	March 2024
			Governor	August 2024
			Governor	July 2024



		<p>Recruitment and training for keyworkers specialising in IPP (Imprisonment for Public Protection) support is taking place, and by July 2024 it is anticipated that six prisoners will be provided with this support.</p> <p>To ensure a consistent approach with sentence progression, all key workers will have been provided with a conversation template to use within their key worker sessions. The use of these templates will be reinforced by Heads of Residence during the daily operational staff briefings. On a monthly basis, Heads of Residence will dip test 10 key worker sessions to assure this process and provide additional support if required.</p>	Governor	March 2024
			Governor	March 2024
4	<b>Leaders had not implemented a reading strategy to improve literacy.</b>	<p>In October 2023 the Reading Strategy was put in place and is being overseen by the Neurodiversity Support Manager. The Inclusion Support Coordinator from People Plus will identify prisoners with reading challenges via the basic screening tool that is undertaken during induction. Prisoners who are identified as being most in need are referred to Forward Trust's Information, Advice and Guidance team for "That Reading Thing" intervention delivered by Shannon Trust.</p> <p>To support the Reading Strategy, there is a regional Dynamic Purchasing System campaign to provide a reading specialist lead at Highpoint. Their role will be to drive reading throughout the whole establishment and work in partnership with all stakeholders.</p> <p>In December 2023 key stakeholders from the Prison, Neurodiversity, People Plus, Suffolk Council Library and the Shannon Trust met to instigate plans to increase reading activity in other non-education areas e.g., bookshelves on all wings and work areas, reading time within classes and visit by an author. This will be supported by other enrichment activities e.g., a book club and storyteller sessions. A further meeting is scheduled to take forward these actions before March 2024.</p>	Governor	Completed
			Governor	Completed
			Governor	March 2024



5	<p><b>Too much teaching in English and mathematics was of poor quality and too few prisoners achieved external accreditations.</b></p>	<p>In November 2023 a review of the sequencing of individual elements of the English qualification took place and a new English circular scheme of learning was implemented in January 2024.</p> <p>In January 2024, there will be an improved sequenced scheme of learning for Maths qualifications with a new circular scheme of learning to then be implemented by February 2024.</p> <p>In January 2023, People Plus appointed a Quality Manager and a Data Performance Manager to drive standards. Upskilling in teaching and learning delivery of English and Maths will take place to include:</p> <ul style="list-style-type: none"> <li>• Expectations and standardisation in relation to lesson structure, and starter, plenary, recap and group work.</li> <li>• Development of stretch and challenge activities within all lessons to meet the needs of higher-level learners.</li> <li>• Development of tutors' understanding on neurodiversity needs and implementation of support plans in all classes to improve individualised learning.</li> </ul> <p>People Plus will implement a series of upskilling and training sessions for staff to improve standards. This includes:</p> <ul style="list-style-type: none"> <li>• How to understand data and then identify and address concerns.</li> <li>• A refresh of reflective sessions to aid better completion of Personal Learning Plans supported by a programme of robust programme reviews.</li> <li>• Training on individual support strategies for both classroom and workshop environments</li> </ul> <p>In December 2023, tutors underwent training on the integration of English and Maths skills within all subjects in education. Between January and March 2024, tutors will undergo mentoring and refresher training to ensure that these processes are fully embedded.</p>	<p>People Plus</p> <p>People Plus</p> <p>People Plus</p> <p>People Plus</p> <p>People Plus</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>April 2024</p> <p>March 2024</p>
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	<b>Key Concerns</b>			
6	<b>A significant number of prisoners were self-isolating in their cell because they felt unsafe but received little support or encouragement to reintegrate.</b>	<p>Upskilling events on safety matters, took place in November 2023 and January 2024 where staff of all grades were given bitesize guidance sessions on the management of isolated prisoners and what support processes are in place for them. Two more similar events are scheduled.</p> <p>After consultation with key stakeholders, the self-isolation policy will be reviewed to include a more coordinated approach to the identification of isolated prisoners at the earliest opportunity. The reviewed policy will include the provision for wing-based activities and support plans for those with neurodiverse needs. The new policy will be published in May 2024.</p> <p>A review of residential accommodation is being undertaken with a view to implementing a vulnerable prisoners wing or spur, where prisoners who feel unsafe can be located to allow for their issues to be addressed and then supported to re-integrate into the wider prison population. A business proposal for this wing is to be provided for consideration in May 2024.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>May 2024</p> <p>May 2024</p>
7	<b>Support for foreign national prisoners was too limited.</b> Professional telephone interpreting services were rarely used and there was no access to free independent legal advice. Reasons for denying	The Legal Rights policy was reviewed and updated in October 2023 to incorporate the contact details of ten local solicitors with a copy also available in the prison library. The policy details that when a prisoner has been issued with a notice of detention for immigration purposes,	Governor	Completed



<p>prisoners a move to an open prison were not always defensible.</p>	<p>Case Administrators now provide these prisoners with a list of 10 local legal advisers and how to access legal support. Legal visits will be monitored to gauge any significant increase in foreign national usage.</p> <p>In January 2024, the list of Legal Advisers was displayed in all residential unit offices and copies provided to the Foreign National Representatives and Diversity and Inclusion Orderlies.</p> <p>From December 2023, as soon as a foreign national prisoner arrives to Highpoint, the information request form (via a CCD3) will be sent to the Immigration Team so that categorisation decisions can be made without delay and with as much information as possible.</p> <p>In March 2024 an upskilling session with categorisation decision makers will be held where foreign national status prisoners will be discussed to ensure that all managers understand, make, and communicated defensible and appropriate decisions to prisoners. Translated sections of the categorisation policy will be available in the most commonly spoken foreign languages to help aid understanding. 10% of categorisation reviews for foreign national prisoners will be subject to dip testing by the Head of Offender Services.</p> <p>In October 2023 contact details for translation service (Big Word) was re-published on all residential units and in reception. A communication to staff was sent in December 2023 to advertise this service to all staff. From April 2024, the Business Hub will be sent a report on the usage of this service on a quarterly basis, so that further actions can be undertaken if needed.</p> <p>In January 2024, the Diversity and Inclusion team held a forum for foreign national prisoners on South site where an outreach worker from the Prisoners Legal Assistance Team conducted a workshop. Plans are in place to replicate this in May 2024 for prisoners on North site.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>March 2024</p> <p>April 2024</p> <p>May 2024</p>
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8	<p><b>Prisoners did not receive effective careers information, advice and guidance throughout their sentence.</b></p>	<p>The Information Advice and Guidance Lead took up post in December 2023 to provide this service to prisoners.</p> <p>In December 2023, a full review of the quality of delivery of this service was undertaken with support of Regional Office and feedback provided to the prison. A supporting action plan is in place with Forward Trust to reduce the number of prisoners without digital learning plans and ensure that targets are structured toward reducing reoffending and resettlement by April 2024. The Learning and Skills Manager will then conduct a 10% dip test each month to ensure that plans are appropriate.</p> <p>There are two employment fayres scheduled for prisoners between January and March 2024. In response to evaluating prisoner needs surveys, these are events are being specifically supported by employers from the leisure, fitness, and construction industries.</p>	<p>EoE Probation</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>April 2024</p> <p>March 2024</p>
9	<p><b>The application of some public protection measures was weak.</b> Communications monitoring was not used effectively, child contact restrictions were not enforced consistently and not all MAPPA management levels were confirmed within eight months of release.</p>	<p>Updated guidelines by the Investigatory Powers Commissioners Office in January 2022 have meant that most prisoners are now screened out from monitoring processes. The Head of Offender Management Delivery attended specific training on these reviewed processes in December 2023 and upskilling sessions are booked with Offender Managers throughout January 2024.</p> <p>A process map to confirm and escalate missing MAPPA information is being created by the Head of Offender Management Services and Head of Offender Management Delivery and will be in effect from February 2024. This will include a new monitoring process for the recording of MAPPA levels which will be reviewed at the monthly Interdepartmental Risk Management Meeting where missing levels can be reviewed and an escalation to the Community Offender Manager recorded.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p>



		During February 2024, Prison Offender Managers will be upskilled in the process that all prisoners with eligible offences are triaged by the Offender Manager alongside the updated Assessing Risk to Children guidance that was issued in January 2022. Prisoners meeting the threshold for monitoring are then ratified at the monthly Interdepartmental Risk Management Meeting to ensure consistency.	Governor	Completed
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