



HM Prison &
Probation Service

Action Plan: HMP Portland

Action Plan Submitted: 14 May 2026

A Response to the HMIP Inspection: 13 -29 January 2026

Report Published: 20 April 2026

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, which 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 PORTLAND**

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	<p>The availability and use of illicit drugs posed a serious risk to the stability of the prison. Levels of debt-related violence were too high, and too many prisoners were under the influence of illicit substances, reflected in a positive random mandatory drug testing (see Glossary) rate of 31%. Leaders relied heavily on segregation to disrupt supply and protect prisoners at risk.</p>	<p>HMP Portland has strengthened responses to the ingress of drugs via the perimeter wall so that on notification of an incident, all internal gates are secured immediately, restricting movement and strengthening site security.</p> <p>Processes within the weekly Crime Clinic between the Police Intelligence Officer and the prison have been further strengthened, with all cases submitted to the police now subject to routine review. Ongoing oversight is provided through the monitoring of adjudication data at the Safer Custody Meeting.</p> <p>To strengthen control of ingress and overall site security at HMP Portland, a formal request for funding for Enhanced Gate Security has been submitted. This request is now being considered by HMPPS Security Directorate and a response is awaited.</p> <p>Staff facilities, including staff lockers, will be relocated outside of the main gate to strengthen control of items entering the prison.</p> <p>To reduce the diversion of prescribed medication, management oversight at medication hatches has</p>	<p>Governor</p> <p>Governor</p> <p>Governor and HMPPS Security Directorate</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>March 2027</p> <p>March 2027</p> <p>March 2027</p>



		<p>been strengthened. This will be further reinforced by the relocation of the Nelson Grenville medication hatch for which funding has been secured.</p> <p>The Safety Strategy will be refreshed using data to clearly identify the key drivers of violence and self-harm. This analysis will directly inform a prioritised action plan with specific, measurable actions and defined timescales.</p> <p>The Terms of Reference and Governance for the Safety Strategy Meeting, chaired by the Deputy Governor, will be revised to ensure appropriate senior representation, clear ownership of actions, and routine scrutiny of progress. Delivery against the action plan will be actively monitored through the meeting, with escalation where progress is not on track.</p> <p>A debt risk identification tool will be introduced and used at HMP Portland. The new tool will proactively identify individuals at risk of debt and trigger a structured risk assessment. This will ensure timely debt reduction interventions and appropriate support are implemented.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2027</p> <p>September 2026</p> <p>March 2027</p>
2	<p>Levels of self-harm were too high. Leaders did not have a clear understanding of the causes of self-harm, which undermined their ability to take effective action.</p>	<p>Since the inspection, a review of self-harm incident reporting has strengthened the identification of underlying drivers, including those linked to frustration. This has enabled more robust analysis to inform targeted support for individuals at risk. This</p>	<p>Governor</p>	<p>Completed</p>



	<p>work has been further reinforced by the return of the Safety Analyst to the Safety Hub.</p> <p>The Forensic Psychology and Programmes Team at HMP Portland has implemented a revised approach to prolific self-harmers to ensure they now receive direct and targeted interventions.</p> <p>The National Safety Research Team has undertaken an independent review into the underlying causes of safety concerns at HMP Portland. The findings have been received and have informed the development of a targeted action plan, which will be incorporated into the Safety Strategy Action Plan and will be monitored through the Safety Meeting.</p> <p>HMP Portland will introduce a quarterly forum, chaired by the Head of Safety, to engage prisoners with recent incidents of self-harm and strengthen understanding of the underlying causes. The insights gained will inform the Safety Strategy and Safety Strategy Action Plan and support improved preventative interventions.</p> <p>'Talk Club' has now been reintroduced and will continue to be developed on each wing to provide consistent wellbeing support and promote positive peer engagement.</p> <p>The Safety Supervising Officer has strengthened quality assurance arrangements to ensure meaningful staff-prisoner conversations are consistently</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>March 2027</p> <p>September 2026</p> <p>November 2026</p> <p>Completed</p>
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	<p>recorded, with direct written feedback provided to staff to support improvements in practice.</p> <p>Guidance will be introduced for operational staff to improve awareness of how to enhance interactions with prisoners subject to constant supervision, ensuring they are provided with meaningful activity and purposeful engagement. Compliance will be assured through targeted quality assurance activity undertaken by the Safety Custody Manager and Safety Officer.</p> <p>To ensure conditions of cells are adequate, a weekly programme of checks for all constant supervision cells has been implemented, with oversight reported monthly by the Safer Custody Manager at the Safety Strategy Meeting.</p> <p>Processes will be strengthened to analyse cell bell data and provide assurance that responses are made within expected timescales, with escalatory processes applied where standards are not met. Oversight will be provided by the Safety Custody Manager, with findings reported to the monthly Safety Strategy Meeting, where targeted actions will be agreed as required.</p> <p>Recovery groups will be introduced and delivered within the Safety Hub, providing a structured group forum that is peer led and/or officer led as appropriate. Participants will be identified through known indicators of risk, Suicide and Self Harm</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2027</p> <p>Completed</p> <p>September 2026</p> <p>March 2027</p>
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		markers, Assessment, Care in Custody and Teamwork management, and wider wellbeing considerations.		
3	<p>Clinical leadership and safeguarding supervision were not adequate to ensure patient safety. Health leaders had not tackled the low incident reporting and poor record keeping standards or ensured that nurses were suitably skilled to undertake allocated tasks.</p>	<p>Since the inspection, a new senior leadership role of Advanced Clinical Practitioner (ACP) has been established. The ACP provides high level clinical and professional leadership within the prison's Integrated Healthcare Service. Key aspects of this role include:</p> <ul style="list-style-type: none"> • Leading the Primary Care team • Establishing strong clinical governance • Ensuring effective monitoring, audit, and evaluation systems • Developing and maintaining a robust supervision and appraisal framework for Primary Care staff <p>Since the inspection, an ongoing training programme has been developed to provide assurance against clinical skills of healthcare staff. A weekly meeting has been introduced to review training needs and clinical competency; this is chaired by The Head of Healthcare. Any identified gaps are addressed through line management, and a training record is maintained to monitor actions and assure progress.</p> <p>A safeguarding protocol will be embedded as a standing item on the staff supervision agenda and discussed monthly. This will strengthen staff support,</p>	<p>Governor and Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>Completed</p> <p>Completed</p> <p>September 2026</p>



	<p>reinforce safeguarding awareness, and ensure consistent oversight and escalation where required.</p> <p>Since the inspection safeguarding has been added as a standing item on the daily handover agenda, with all incidents and concerns discussed. Senior management oversight ensures timely identification and appropriate levels of reporting.</p> <p>Since the inspection, an Operations Manager has been appointed. All confidential patient complaints are now quality assured to ensure responses are appropriate, timely, and fully address the issues raised.</p> <p>To improve transparency and support fairness in the complaints process, complaint response letters have been updated to clearly set out how prisoners can escalate a complaint if they remain dissatisfied.</p> <p>To ensure that a trained duty first aider is always on site, all Orderly Officers at HMP Portland will receive full first aid training.</p> <p>Delivery of the infection control audit action plan will be overseen through monthly review at the Local Delivery Quality Board, chaired by the Governor. Progress will be monitored against agreed milestones, with assurance on progress and appropriate escalation as required.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>March 2027</p> <p>September 2026</p>
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4	<p>Many prisoners were held a long way from home and struggled to maintain contact with their family and friends. The support for prisoners to keep in contact with their community was not sufficient to meet the scale of need.</p>	<p>To ensure that all prisoners, including those held a long distance from home, are able to maintain family ties, HMP Portland will maximise access to secure social video calls through the introduction of twelve additional video visit laptops, supported by appropriate staffing arrangements and the identification of suitable locations.</p> <p>The Visitors' Centre will be enhanced through a review of room usage, redecoration, new carpeting, updated furniture, and the provision of improved facilities for children, creating a more supportive environment for family contact.</p> <p>Information within the Visitors' Centre will be refreshed and strengthened to clearly signpost families to available support, including opportunities for education training and employment and services for prisoners at risk of suicide or self-harm, bullying, or violence.</p> <p>To enhance engagement and widen access to positive social networks, HMP Portland will offer prisoners who currently have no or few external social ties access to a minimum of twelve engagement events per year. These events will be supported by chaplaincy and include input from external community volunteers, peer supporters, and mentors.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2026</p> <p>March 2027</p> <p>March 2027</p> <p>March 2027</p>



		HMP Portland has strengthened Prison Advice and Care Trust (PACT) delivery by allocating increased casework hours to a peer-led PACT Champion. This will enable consistent and structured delivery of PACT workbooks, activities, and information packs, and improve access to support for prisoners.	Governor	Completed
5	Some prisoners were not adequately prepared for release. Gaps included inconsistent prison offender manager contact, the absence of release on temporary licence (see glossary) and some high and very high risk prisoners being released homeless.	<p>The quality and consistency of MAPPA submissions and risk analysis have been strengthened through the delivery of targeted local risk management training delivered by the Head of Offender Management Unit (OMU) Delivery.</p> <p>To reduce the risk of high and very-high risk prisoners leaving custody without suitable accommodation, cases are now escalated from the Prison Offender Manager (POM) to the Head of OMU Delivery and discussed with a Community Offender Manager. A tracker has been introduced to record all escalations, discussions, and interventions undertaken to address accommodation issues prior to release.</p> <p>The terms of reference for the Interdepartmental Risk Management meeting, chaired by the Head of OMU Delivery, will be reviewed to strengthen attendance, improve consistency, and provide assurance regarding MAPPA level confirmation prior to release, including clarity on membership and agenda.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>September 2026</p>
Key concerns				



6	<p>Key work was not being offered to prisoners on a regular basis.</p>	<p>Key work delivery will be regularly tracked at the morning meeting, with oversight and assurance provided through a standing item at the Governor-chaired monthly performance meeting.</p> <p>HMP Portland will provide additional hours to the Safer Custody Officer role, enabling enhanced key work delivery for prisoners identified as a priority at the Safety Intervention Meeting.</p> <p>All prisoners are now notified in writing who their allocated key worker is, and the support available to them.</p> <p>A POM will meet with every prisoner within the first month of arrival, with ongoing contact maintained at a minimum of once every three months thereafter.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>September 2026</p> <p>Completed</p> <p>March 2027</p>
7	<p>There was inadequate provision for prisoners with physical disabilities.</p>	<p>HMP Portland will introduce peer support for prisoners with physical disabilities to assist with everyday tasks, including the collection of meals.</p> <p>The Protected Characteristic Lead for Disability will re-establish quarterly forums, supported by healthcare and with prisoner representation. These forums will enable supportive actions to be agreed, monitored, and tracked through the Diversity and Inclusion Action Plan.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2026</p> <p>September 2026</p>



		A systemic review of all disability-related actions within the Diversity and Inclusion Action Plan has been completed. This has ensured progress is on track, gaps are identified, and actions remain appropriate and deliverable. Action Plan progress will be monitored at the Diversity and Inclusion meeting chaired by the Governor.	Governor	Completed
8	There was a backlog in careers advice and guidance assessments which hindered the allocation of prisoners to education, skills, or work.	Careers Information, Advice and Guidance adviser provision has increased from the funded allocation of 1.0 to 1.5, expanding capacity and enabling the backlog in careers advice to be cleared. Progress is monitored monthly through the Quality Improvement Group chaired by the Governor.	Governor	Completed
9	Leaders did not ensure that all prisoners in industries experienced a structured and developmental programme of work-related learning.	A full review of all industry areas at HMP Portland has been completed to ensure that structured and developmental learning opportunities are in place for all prisoners. To further support structured learning, the development of an employability qualification with the awarding body GQA has been completed, accreditation has been secured, and funding has been sourced.	Governor	Completed

