

ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP OAKWOOD

TIMETABLE		STATUS OF THIS RETURN
Announced inspection	1 – 5 December 2014	
Report published	18 February 2015	
Action plan submitted	21 April 2015	Attached

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POSITION AS AT: APRIL 2015

1. Rec. No.	2. Recommendation	3. Accepted/ Rejected	4. Response Action Taken/Planned	5. Function Responsible/ Policy Lead	6. Target Date
	Main recommendation to Ministers				
5.1	There should be a review undertaken and published of the difficulties Oakwood and other recently opened prisons experienced after they opened; and the lessons learned factored into plans for the opening of other new establishments. (S57)	Partially Accepted	It is accepted that opening any new prison and establishing a consistent, decent and purposeful regime is a significant challenge. There are already a number of ways in which efforts are made to minimise the disruption and negative impacts of this process such as the use of Gateway Reviews both during the implementation and post opening phases, benefits realisation reviews and other operationally focussed lessons learned meetings. The benefits of this process were most recently seen when the transfer of HMP Northumberland from public to private operation took place and the transition was made much easier due to the application of learning from a similar experience at HMP Birmingham previously. Knowledge and learning will be shared from the experiences at HMP Thameside and HMP Oakwood in preparation for the new prison at Wrexham.	Deputy Director of Custodial Services Contract Management and NOMS Population Strategy	Completed and Ongoing

	Main recommendations to the director				
5.2	Only prisoners requiring the segregation and protection of a vulnerable prisoner wing should be located on Ash wing and their allocation should be subject to review. Bullying and intimidation should be addressed and action should be taken to make the wing safer. (S58)	Accepted	<p>Only prisoners requiring the segregation and protection of a vulnerable prisoner wing will be located on Ash house block.</p> <p>The vulnerable prisoner policy has been reviewed and a six monthly review has been built in to the compact that prisoners sign when being located on to the unit. A multi-disciplinary review is held prior to any prisoner being located on to Ash House Block. Prisoners not complying with the rules and regime of the unit are subject to a review of their location.</p> <p>There has been a change of management since the inspection and the team have taken a more robust approach to bullying. All staff working on the unit have received refresher training about Oakwood's policy of zero-tolerance to bullying and anti-social behaviour. Staff have been briefed that this must be adhered to at all times.</p> <p>Several prisoners have already been de-selected through the multi-disciplinary boards that are held in conjunction with the Safe Custody and Security teams.</p>	Head of Safer Custody Head Of Residence	Completed and ongoing
5.3	The quality of care for prisoners at risk of suicide and self-harm, evidenced in written assessment, care in custody and teamwork (ACCT) processes, should be improved and should focus on the underlying causes of distress. (S59)	Accepted	Additional training is being given to all middle managers – case manager refresher training and exceptional circumstances for ACCT management for prisoners located in the Care and Separation Unit (CSU). The process and times of reviews have been formalised through the allocation of morning and afternoon multi-disciplinary ACCT reviews on house blocks. These reviews are supported by the Safer Custody team focusing on the underlying causes of distress. Further assessor training is being delivered.	Head of Safer Custody	Completed and ongoing
5.4	Incidents of use of force should be monitored and quality assured to ensure that de-escalation is employed and that force is only used as a last resort. All complaints about excessive force should be thoroughly	Accepted	Use of force instructors review 30% of the available CCTV for use of force incidents per month. They monitor the quality of the force used and whether de-escalation techniques are applied and provide feedback to the Senior Management Team (SMT). The SMT review 5% of	Head of Safer Custody	31 August 2015

	investigated. (S60)		<p>spontaneous and 5% of planned uses of forces at the monthly SMT meetings. During refresher training de-escalation techniques are reinforced.</p> <p>All complaints about excessive force are thoroughly investigated. Enhanced governance of use of force has now been established through reviews of CCTV footage of incidents, SMT reviews of CCTV footage at monthly SMT meetings, collation and quality control of paperwork through the head of safer custody.</p>		
5.5	Regular consultation arrangements with black and minority ethnic prisoners, Muslims and prisoners with a disability should be put in place and action taken to improve the perceptions and outcomes for these groups. (S61)	Accepted	<p>Consultation now takes place with black and minority ethnic prisoners as well as disabled prisoners via themed forums specifically aimed at these groups. The Equalities Team are reinforcing the requirement of regular bi-monthly protected characteristic meetings.</p> <p>All prisoners with a disability have been seen on a one-to-one basis by the disability manager. All prisoners have been made aware of recent prison service instructions including Safeguarding, Prisoners Caring for Others and the Care Act and how this will affect and support those in the care of HMP Oakwood.</p> <p>The Director or Deputy Director of the prison attends Friday Prayers and other faith events. The Imam has also organised regular consultation events and introduced a formal process called Project Unity.</p> <p>A faith event was held on 18th March 2015. The outcome of this was the appointment of two prisoners to oversee and support the serving of meals as this was where most of the poor perceptions have been highlighted. The Imam is using Friday Prayers as a forum to highlight issues and raise awareness of actions that have been taken.</p>	Head of Safer Custody	Completed and ongoing
5.6	The number of high-quality work places should be increased. Standards of teaching and learning and the level of achievements should be improved. (S62)	Accepted Subject to Resources	<p>The number of high quality work places will be difficult to increase within the current profiles and work place capacity. However, attempts will be made to progress this through attracting more external employers. The standards of teaching and learning will be improved</p>	Head of Learning Skills and Employment	31 August 2015

			<p>through staff development, support and robust observation processes. This forms part of the Quarterly Improvement Group (QIG) and is discussed between Milton Keynes College managers and the head of learning, skills and employment.</p> <p>The level of achievements will be improved through the allocation of challenging targets and robust performance management processes which will be discussed at the QIG.</p>		
	Recommendation to NOMS				
	Offender management and planning				
5.7	Communication from community offender managers before release should be improved to enable more effective pre-release planning, particularly for high-risk prisoners. (4.21)	Accepted	The service specification for offender management in custody sets out the minimum expectations, and is titled ' <i>Manage the Custodial and Post Release Period</i> '. Engagement from the community, particularly at pre-release stage is an important aspect of offender management. NOMS is currently mid-way through a major review of offender management in custody, and is due to report its findings in June/July 2015.	Head of Offender Assessment and Management Section	31 July 2015
	Recommendations to the director				
	Early days in custody				
5.8	All induction cells should be clean and well decorated before being occupied. (1.13)	Accepted	All induction cells are now cleaned and the decoration checked prior to occupation.	Head of Residence	Completed and ongoing
	Bullying and violence reduction				
5.9	The quality of antisocial behaviour books and support plans should be improved, to challenge poor behaviour and support victims. (1.22)	Accepted	The monitoring of antisocial behaviour books has improved the process of completing support plans to challenge poor behaviour and support victims. The books are checked and recorded by the safer custody managers. Development and assurance staff complete weekly checks and feed this back to the weekly performance meeting.	Head of Safer Custody	Completed and ongoing
	Self-harm and suicide				
5.10	The exceptional circumstances to approve the location of prisoners on ACCT documents on the segregation unit should be better evidenced in assessments. (1.30)	Accepted	Training sessions are being delivered to duty directors. The exceptional circumstances local form has been reviewed to give clear guidance to what is required before locating a prisoner in the Care and Separation Unit on an open ACCT booklet or in post closure.	Head of Safer Custody	Completed

	Safeguarding				
5.11	Local safeguarding adults processes should be developed further and wing staff should be more aware of the procedures. (1.35)	Accepted	The local safeguarding document has been updated to cover the Social Care Act and Safer Guarding Guidance in line with the new Prison Service Instruction (PSI) and Care Act of 2015 and re-published to staff. House block managers have briefed staff about the processes and where staff can access the information. Staffordshire County Council will deliver training relating to the Care Act to groups of staff.	Head of Safer Custody	Completed and ongoing
	Security				
5.12	Prisoners should only be strip-searched when there is specific intelligence to suggest that it is necessary. (1.44)	Rejected	PSI 67/2011 – <i>Searching of the Person</i> , (National Security Framework Function 3.1), requires that male prisoners must be full-searched on initial reception to prison. The minimum national requirement for searching males on transfer from another prison is that they are given a level B rub-down search and hand-held metal detector scan. In addition, they may be full-searched at any time on intelligence or reasonable suspicion that an item is being concealed on the person which may be revealed by the search. At HMP Oakwood, prisoners are full searched in line with the National Security Framework and the Local Security Strategy.	NOMS Security Group/Head of Security	
5.13	Closed visits should only be used when there is evidence that a prisoner has abused visits arrangements. (1.45)	Rejected	PSI 15/2011 - <i>Management of Security at Visits</i> provides that "Closed visits may be imposed as an administrative measure where necessary in accordance with Prison Rule 34 (1) and (3), i.e. for reasons of securing good order and discipline or for the prevention of crime or in the interests of any persons. They should be applied where prisoners are proved or reasonably suspected of involvement in smuggling prohibited items through visits, or are considered to pose a reasonable risk of involvement, or when the application of closed visits is otherwise necessary for the grounds specified in the Prison Rules. However, a review of the current process for approving closed visits at HMP Oakwood will be undertaken including a cross check with existing intelligence and	NOMS Security Group Head of Security	31 August 2015

			supporting recommendation through the security committee monthly meetings.		
	Incentives and earned privileges				
5.14	The regime for those on the basic regime should be improved to include the opportunity for at least one hour in the open air and access to association. (1.51)	Rejected	<p>PSI 75/2011 - <i>Residential Services</i>, states prisoners are afforded a minimum of 30 minutes in the open air daily, as defined in the Service Level Agreement/Contract. This provision is mandatory subject to weather conditions and the need to maintain good order and discipline.</p> <p>All prisoners at Northumberland have the opportunity to take 30 minutes exercise in the open air as per the full implemented benchmark decency guidelines. This is generally offered during the morning in winter months with extended periods in the evening during summer months.</p> <p>However, a review of access to exercise by basic level prisoners is planned to explore feasibility of allowing at least one hour in the open air and access to association. Reformatations will be discussed and decided upon by the SMT at monthly meeting.</p>	Head of Residence	
	Discipline				
5.15	There should be a quality assurance process for adjudications which results in learning for all staff involved in adjudications. (1.56)	Accepted	The quality assurance process for adjudications has been added as an agenda point on the standardisation meeting, where learning can be shared with all staff involved in adjudications. Quality assurance will consist of 10% check by the adjudication liaison officers and 10 per month by the deputy director.	Head of Safer Custody	31 August 2015
5.16	The prison should investigate the reasons for the high rates of segregation, the volume of transfers out of the segregation unit and poor prisoner perceptions about the unit, and take step to improve outcomes. (1.66)	Accepted	A comprehensive review of all issues surrounding the location of prisoners in the CSU will take place and findings will be discussed at the SMT meeting and acted upon.	Head of Safer Custody	31 August 2015
5.17	Staff working in the segregation unit should receive additional training and support to help them care for challenging prisoners. (1.67)	Accepted	Staff working in the CSU will complete an inter-personal skill refresher training session as well as enhanced mental health training which will be delivered by the Worcester Health and Care Trust (WHCT)	Head of Safer Custody	31 December 2015
5.18	Management oversight of the segregation unit should be improved and staff should not refuse prisoners access to telephones, exercise or	Accepted	All staff and managers who work in the CSU have been informed that they should not refuse prisoners access to telephones, exercise or any other regime element without	Head of Safer Custody	Completed

	any other regime element without the recorded authority of a first-line manager. (1.68)		the recorded authority of the duty manager. A First Line Manager is on duty at all times with responsibility for the operation of the unit with oversight of all incidents including use of force. Advice and support is provided by the Duty Director of the day. All staff in the unit are aware of who is in charge of the unit every day. Use of Force incidents are reported back to the Director's operational meeting each morning.		
	Substance misuse				
5.19	The prison should consider creating a drug-free area better to support prisoners choosing abstinence. (1.75)	Accepted Subject to Resources	Discussions will take place between NOMS and HMP Oakwood with a view to creating a drug free area that will better support prisoners choosing abstinence.	Director	30 May 2015
	Residential units				
5.20	The applications system should be improved with a tracking system and quality assurance. (2.8, repeated recommendation 2.12)	Accepted	A new application process has been introduced via the wing based electronic kiosks for prisoners to make applications. Since implementation of the new system paper applications have dropped significantly and these have now ceased; therefore prisoners only make electronic applications. Electronic kiosk applications are monitored through the weekly performance meeting. The Development and Assurance team monitor applications daily and send out notifications of due response times to all relevant areas.	Head of Residence	Completed and ongoing
	Staff-prisoner relationships				
5.21	Prisoner council representatives should be provided with T-shirts to identify them and which promote their role. (2.14)	Accepted	T-shirts have now been issued to all council members.	Head of Community Engagement	Completed
	Equality and diversity				
5.22	Community organisations should be involved in helping to develop equality and diversity practice. (2.21)	Accepted	The prison is exploring avenues to involve a wider range of community organisations to help develop equality and diversity practice.	Head of Safer Custody	31 December 2015
5.23	Paid carers should receive training for their role and the carer scheme should have better oversight from staff. (2.32)	Accepted	The carer selection process has been reviewed; residential staff have been made aware of the roles and responsibilities of the carers and a nominated member of staff on each house block has been nominated to 'champion' this subject amongst the staff group. Training for carers is being discussed with Staffordshire Social	Head of Safer Custody	31 August 2015

			Services in conjunction with the introduction of the new Care Act.		
5.24	Older prisoners and those with disabilities who are not attending work and are unlocked during the day should be provided with recreational activity. (2.33)	Accepted	Provision of recreational activity for such prisoners will be reviewed at the age and disability strand meetings and recommendations will be provided to the SMT for consideration.	Head of Learning, Skills and Employment	31 August 2015
	Faith and religious activity				
5.25	The prison should ensure that all prisoners who wish to attend services can do so, and on time, subject to a risk assessment. (2.39, repeated recommendation 2.48)	Accepted	All prisoners who wish to attend faith services do so by declaring their intention to attend via the kiosk. All prisoners who have declared an intention to attend are collected and escorted to the faith service on time.	Head of Safer Custody	Completed
	Complaints				
5.26	All formal complaints from prisoners, including complaints about staff, should be fully investigated and provide a comprehensive response that answers all the issues raised. (2.43)	Accepted	Complaints are distributed to Heads of Function at the morning briefing each day. All complaints carry a guidance note setting out how complaints should be handled. Where complaints are about members of staff, investigations are carried out by a delegated manager and the findings are documented. 20% of complaints are randomly selected and distributed at the end of each month to all Function Heads. A quality assurance check is carried out to ensure complaint responses are comprehensive and they fully address all of the issues raised. Function Heads respond in writing to the complaint handler; providing advice where appropriate, assisting handlers to deal with complaints in accordance with HMIP recommendations.	Head of Support Services	Completed
	Legal rights				
5.27	Legal mail opened in error should be fully recorded in one central log. (2.47)	Accepted	A central register is now in place and will continue to be maintained.	Head of Security	Completed and ongoing
5.28	The delivery of legal mail to prisoners should not be delayed. (2.48)	Accepted	PSI 49/2011 - Prisoner Communication Services details that legally privileged correspondence must only be stopped, opened and/or read if the governor has reasonable cause to believe its contents endanger prison security or the safety of others or are otherwise of a criminal nature. Any legally privileged correspondence opened on this basis must only be opened in the presence of the prisoner concerned (unless he or she declines the opportunity) and the prisoner must be	Head of Security	Completed and ongoing

			informed if such correspondence is to be read or stopped. Subject to public protection measures or security concerns, all legal mail will be delivered on the day it is received into the establishment.		
	Health services				
5.29	Health services staff should be able to communicate easily with prisoners via the custody management system and be able to document directly into P-Nomis prisoner records. (2.66)	Accepted Subject to Resources	Health services will request appropriate equipment and resources for the healthcare building, as well as access rights for staff, to ensure that health professionals are able to access these systems.	Head of Healthcare/ NOMS Controller	30 April 2016
5.30	Prisoners should have timely access to required external hospital appointments. (2.67)	Accepted	Health services will continue to work with commissioners and NOMS to determine the level of resource required and to explore alternative service models which reduce the need for external appointment attendance. Data collection outlining the number of cancellations necessitated by escort unavailability will continue and this will be reported and managed through the Prison Health Partnership Board.	Head of Healthcare	31 May 2015
5.31	Prisoners should consistently receive their prescribed medication on time, without gaps in provision, and effective communication between health services and Lloyds staff should support this. (2.75)	Accepted	Regular joint meetings between Lloyds and healthcare managers will take place, and action plans resulting from these meetings will be shared with both teams. Improved prescribing and medicines supply functionality for System One will be rolled out across the services, as per the national programme, to assist with current blocks in supply. Alternative systems for patients to order their in-possession medication will be implemented using the "kiosk" functionality currently available.	Head of Healthcare	30 June 2015 30 September 2015
5.32	Suitable documented risk assessments should be carried out for all in-possession medication. (2.76)	Accepted	All patients will have a risk assessment completed and documented before being supplied with in-possession medication.	Head of Healthcare	30 April 2015
5.33	Prisoners should be able to collect their medication in private, with adequate confidentiality. (2.77)	Accepted	Prisoners are able to collect their medication and supervision of the dispensing area has improved to allow adequate confidentiality for prisoners when collecting medication.	Head of Residence	Completed and ongoing
5.34	Prisoners should be able to access simple	Accepted	The commissioners will work with the prison operator and	Health and	31 August

	medication easily and safely when the health care department is closed. (2.78)		the healthcare provider to devise and implement a safe process.	Justice commissioning/ G4S	2015
5.35	All prisoners should have access to routine NHS-equivalent dental care, regardless of time left in prison. (2.84)	Accepted	The service is due to be retendered during 2015. The new specification does not mention a cut off time. Within the current contract, commissioners will work with the current healthcare provider to clarify the extent of the service.	Health and Justice commissioning	31 August 2015
5.36	Prisoners should have timely access to a full range of care-planned support, including multidisciplinary care programme approach reviews. (2.90)	Accepted	The healthcare provider will work towards extending the current care programme approach assessment and care planning activity to incorporate programmed reviews. Current care planning will be reviewed to ensure that a full spectrum of appropriate services is provided.	Head of Healthcare	31 August 2015
5.37	Patients requiring transfer to external mental health facilities should be transferred within Department of Health timeframe guidelines. (2.91)	Accepted	An escalation process exists between healthcare providers and specialist commissioners. A review of the effectiveness of this process and assessment of the current access issues will be undertaken.	NHS England	31 July 2015
	Catering				
5.38	Prisoners should be able to dine communally. (2.97)	Accepted Subject to Resources	The current arrangements will be reviewed.	Head of Residence	30 September 2015
	Purchases				
5.39	Prisoners should not be charged an administration fee when they make catalogue purchases. (2.102)	Rejected	The national catalogue fee was introduced with board approval, and brought in as part of PSI 23/2013 <i>Prisoner Retail</i> , following consultation. There is provision within the PSI for the catalogue handling fee not to be charged in circumstances where products are being purchased as specific requirements for a protected group, where to charge the handling fee would disadvantage the individual compared to the general population. The charge is only a contribution towards the cost of providing this ordering service for prisoners, and is mandatory across all prisons.	NOMS Directorate of Commissioning and Contract Management	
	Time out of cell				
5.40	All prisoners should have access to at least one hour's exercise each day. (3.5, repeated recommendation 3.4)	Rejected	As per the response to 5.14, PSI 75/2011 - <i>Residential Services</i> , states prisoners are afforded a minimum of 30 minutes in the open air daily, as defined in the Service Level Agreement/Contract. This provision is mandatory subject to weather conditions and the need to maintain good order and discipline.	Head of Residence	

			<p>All prisoners at Northumberland have the opportunity to take 30 minutes exercise in the open air as per the full implemented benchmark decency guidelines. This is generally offered during the morning in winter months with extended periods in the evening during summer months.</p> <p>However, a review will take place and recommendations will be made to the SMT.</p>		31 August 2015
	Learning and skills and work activities				
5.41	The prison should evaluate the qualitative aspects of the learning, skills and work provision more extensively from day to day and during self-assessment to identify successful and unsuccessful practice and how to improve it. (3.15)	Accepted	The monthly Performance Development Review Meeting (PDRM) will undertake qualitative analysis of the delivery and through the analysis will identify improvements in practice.	Head of Learning Skills and Employment	30 May 2015
5.42	The pay structure in education should be equitable with that in other purposeful activity areas. (3.16, repeated recommendation 3.18)	Accepted Subject to Resources	A 'Training / Probation' pay band for all new admissions will be introduced. This pay band will allow a prisoner to engage with commercial work or education for a period of six weeks without detriment; this will give parity to prisoners attending education and those prisoners who are attending commercial workshops.	Head of Learning Skills and Employment	Completed
5.43	All teaching staff should be trained in, and confident about, promoting equality and diversity during learning sessions. (3.17)	Accepted	Staff development and training will be delivered by the Offender Learning and Skills Services (OLASS) provider and equality and diversity promotion monitored through observations of teaching & learning.	OLASS Manager	30 April 2015
5.44	All purposeful activity in workshops should be thoroughly risk assessed and the use of personal protective equipment fully enforced. (3.18)	Accepted	All tasks within the workshops will be risk assessed. Amendments have been made to prisoners' compacts regarding personal protective equipment (PPE). Instructors have planned 'tool box' training which contains the use of personal protective equipment. All staff have been instructed that prisoners must use personal protective equipment. Industries managers visit all workshops and ensure compliance with the policy.	Head of Learning Skills and Employment	Completed
5.45	The curriculum should be expanded further to include a greater proportion of level 3 courses. (3.23)	Accepted Subject to Resources	The current OLASS provision is funded for provision up to Level 2 only; any level 3 provision must be paid for by the learners/prisoners.	Head of Learning Skills and Employment /OLASS	Completed
5.46	A greater range of vocational training places	Accepted	A review of the timetable and access arrangements for	OLASS/ Head of	31 August

	for vulnerable prisoners should be provided. (3.24)		vulnerable prisoners will be completed to provide a wider range of vocational training places and recommendations will be implemented.	Learning Skills and Employment	2015
5.47	Prisoners with mentoring and coordination roles should receive appropriate training and accreditation and should be supervised effectively. (3.25)	Accepted	Mentors and coordinators now attend and complete appropriate training. Each mentor holds a mentoring qualification which is accredited through Milton Keynes College. Mentors meet regularly with a senior member of the OLASS team. The activities manager quality assures the work of the coordinators and 'dip test' the work of the mentors.	OLASS Manager	31 August 2015
5.48	Functional mathematics and employability should be included seamlessly in a wide range of education and vocational training courses. (3.34)	Accepted	Staff training is delivered by the OLASS provider to enable the embedding of functional skills and employability across the curriculum. Functional skills include English and Mathematics.	OLASS Manager	30 May 2015
5.49	The prison should review and improve the use of individual learning plans and ensure that all prisoners are set short-, medium- and long-term targets that they understand, work towards, achieve and value. (3.35)	Accepted	Staff training will be delivered by the OLASS provider to develop the effective use of Individual Learning Plans (ILP) across the curriculum which will contain short, medium and long term targets that prisoners will understand, work towards, achieve and value. The use of ILPs will be monitored during the quality walk-through, the observation of teaching and learning is reported to the PDRM. All prisoners who are engaged with education do have an ILP in place that identifies short, medium and long term targets.	OLASS Manager	30 June 2015
5.50	The education and training provider should improve the quality of verbal and written feedback to prisoners to ensure that they understand how to progress and improve. (3.36)	Accepted	Staff training will be delivered by the OLASS provider to ensure the delivery of quality feedback to learners to support progression. This will be monitored during the quality walk-through and the observation of teaching and learning and reported to the PDRM to be monitored.	OLASS Manager	30 June 2015
5.51	The additional learning support provision should be integrated better and used more effectively to promote and support learning in classroom sessions. (3.37)	Accepted Subject to Resources	The OLASS provider will further develop the use of the additional learning support (ALS) provision across the curriculum through additional staff development and the provision of additional ALS staff. This is subject to additional staff recruitment in line with the Skills Funding Agency (SFA) funding.	OLASS Manager	31 July 2015
5.52	Initial advice and guidance should ensure that prisoners understand better each course's requirements and potential benefits, to promote their involvement in the appropriate	Accepted	The induction process has been reviewed with the re-design of supporting materials to provide clear information to learners to allow informed choices to be made by learners.	OLASS Manager	Completed and ongoing

	learning activities. (3.38)				
5.53	The number of prisoners who progress between successive levels of learning and along structured learning pathways should be increased significantly. (3.44)	Accepted	The OLASS provider will set progression targets for individual curriculum teams to promote the use of structured learning pathways to identify progression routes which will increase levels of learning and learning pathways.	OLASS Manager	30 June 2015
5.54	Prisoners' attendance at all learning sessions should be improved further. (3.45)	Accepted	The prison will improve the effective use of appropriate incentives and sanctions to encourage attendance at scheduled activities through analysis of available data and application of the Incentives and Earned Privileges (IEP) scheme where appropriate. The activities manager records all reasons for non-attendance daily and this data forms part of the monthly returns. This information is given to the residential managers during the director's morning operational briefing.	Head of Learning Skills and Employment	Completed and ongoing
5.55	The library service should produce and analyse comprehensive datasets on prisoner visits and lending to identify trends and improvement actions. (3.49)	Accepted	The library service now provides data relating to attendance and borrowing and this is monitored through the PDRM. The provider will develop and implement strategies to promote the service through surveys and an improved induction process.	Head of Learning Skills and Employment	31 July 2015
5.56	Library service staff should promote the library more effectively and more widely to increase prisoners' access to, and usage of, the facility. (3.50)	Accepted	The establishment will work with library staff to promote library services with a view to increasing the amount of prisoners accessing this service. New notice boards have been ordered for every house block and other prominent areas. A library survey has been developed which asks questions about access. A revised timetable is being developed which is more user friendly. A review is underway on a rebranding of the prison library.	Head of Learning Skills and Employment	31 July 2015
	Physical education and healthy living				
5.57	The prison should increase the size of the gym so that a much greater percentage of the prison population can use it. (3.57)	Partially Accepted	The physical size of the sports centre cannot be increased because of the nature of the building but the usage will be reviewed along with the type of activities provided. Findings will be presented to the SMT for consideration. A prisoner survey has commenced to determine activity need to increase the percentage of the prison population usage.	Head of Learning Skills and Employment	30 May 2015

5.58	The prison should plan and carry out formal observations of teaching and learning for all PE staff who teach training courses. (3.58)	Accepted	The sports centre manager now has a planned timetable so that all sports centre staff who currently teach are subject to a formal lesson observation.	Head of Learning Skills and Employment	Completed and ongoing
5.59	Links between 'Second Chance' and the National Careers Service should be created, to maximise resettlement opportunities and to avoid unnecessary duplication of effort. (3.59)	Accepted	The sports centre manager now has a process in place that the National Careers Service and 'Second Chance' combine their effort in interviewing prisoners during the sports academy course.	Head of Learning Skills and Employment	Completed
Offender management and planning					
5.60	All prisoners should have an offender assessment system (OASys) assessment and sentence plan. (4.15)	Accepted	<p>Good practice and policy support the completion of OASys prior to a transfer and see OASys integral to public protection, the rehabilitation of offenders and the successful outcome of their sentence plan. NOMS recognises that there have been issues within prison establishments that have left some prisoners transferred without an up to date OASys. NOMS is currently considering appropriate targets around the completion of OASys, and ensuring that a sensible prioritisation of cases occurs where necessary.</p> <p>NOMS Business Development Group (BDG) is also monitoring the OASys backlog. The Deputy Director of Public Sector Prisons wrote to all Governors and Directors asking them to start to address the backlog of OASys assessments. The letter set out six steps that can be followed to assist them including using payment plus payments for OASys work.</p> <p>At Oakwood, all offender supervisors are tasked with ensuring prisoners on their caseload receive an assessment and sentence plan. Work is ongoing with sending establishments to encourage this work to be up to date prior to arrival.</p>	<p>NOMS Offender Management and Public Protection Group (OMPPG)/ NOMS Business Development Group (BDG)</p> <p>Head of Community Engagement</p>	31 July 2015
5.61	The prison should initiate a strategic relationship with local Probation Services to address issues of planning and communication. (4.16)	Accepted	This work will be undertaken once the appropriate systems and staffing are in place for the Community Rehabilitation Company (CRC) and National Probation Service (NPS).	Head of Community Engagement	30 September 2015
5.62	HDC decisions should be made before a prisoner reaches his eligibility date. (4.17)	Accepted	The existing national policy, Prison Service Order (PSO) 6700 – <i>Home Detention Curfew</i> is clear that decisions should be made in advance of the eligibility date wherever	Head of Community Engagement	Completed

			<p>possible. But there is no entitlement to HDC and no prisoner may be released without the necessary checks having been made.</p> <p>HMP Oakwood generated HDCs are completed in a timely fashion subject to completion of reports by the NPS. However prisoners who transfer in post their eligibility date or without the process having commenced in the sending establishment may experience delays.</p>		
5.63	Subject to appropriate risk assessments, the good initiative to liaise with an open prison should be continued, to provide regular events for prisoners about living in open conditions. (4.29)	Accepted	The initiative to liaise with open prisons will continue to provide regular events.	Head of Community Engagement	31 August 2015
	Reintegration planning				
5.64	A full programme of employment, training and education courses should be developed and tailored to prisoners' needs before their release. (4.39)	Accepted	The curriculum provision is monitored quarterly against Labour Market Information data which will allow for a curriculum to be developed that meets local resettlement employment needs.	Head of Learning Skills and Employment	31 July 2015
5.65	The virtual campus should be used to provide job search opportunities. (4.40)	Accepted	The virtual campus (VC) is being energised; additional staff from the education department, the National Careers Service and the resettlement team are being trained to allow more access to the VC.	Head of Learning Skills and Employment	31 May 2015
5.66	National Careers Service staff should be competent in the best use of the virtual campus facility. (4.41)	Accepted	The National Careers Service staff are now trained to allow best use of the VC facility.	Head of Learning Skills and Employment	30 May 2015
5.67	Managers should investigate the need for additional visits capacity at weekends. (4.55)	Accepted	Additional visits capacity has been provided through the opening of the small visits room for visits at weekends.	Head of Security	Completed
5.68	Access to enhanced family visit days should be extended to all prisoners. (4.56)	Rejected	Standard regime prisoners from Elm Unit now have access to enhanced family visits. Good behaviour must be encouraged and family visits are a way of encouraging compliance with the regime.	Head of Security	Completed
	Housekeeping points				
	Courts, escort and transfers				
5.69	Escort vans should be clean and free of graffiti. (1.4)	Accepted	The Prisoner Escort and Custody Service (PECS) contract commenced in August 2011 with the contractor's fleet consisting of either new or fully refurbished escort	NOMS Prisoner Escort and Custody Service	Ongoing

			vehicles. The contractor's vehicles are frequently checked for cleanliness by both lay observers and PECS contract delivery managers, and any issues including graffiti are reported to the contractor for them to address. Any graffiti which is racist or otherwise offensive will be immediately removed, or the cell be put out of general use until remedied.	(PECS)	
	Early days in custody				
5.70	The style of delivery of all induction sessions should maximise prisoner engagement. (1.14)	Accepted	A full review of the induction process has taken place. Induction staff now deliver and talk through the PowerPoint slides and interact with prisoners throughout induction. There are Induction Orderlies who are prisoners that facilitate the delivery of the induction programme and help to ensure that those prisoners on induction understand what is being delivered.	Head of Residence	Completed
	Self-harm and suicide				
5.71	A localised suicide and self-harm prevention strategy should be developed. (1.31)	Accepted	A localised suicide and self-harm prevention strategy will be developed and introduced.	Head of Safer Custody	31 May 2015
	Security				
5.72	Relevant intelligence should be routinely disseminated to offender supervisors. (1.46)	Accepted	Relevant intelligence will be disseminated to offender supervisors; however, certain caveats will apply to this process due to the sensitivity of some of the information i.e. sources.	Head of Security	Completed
	Equality and diversity				
5.73	The equality survey should be analysed and the findings used to inform the equality action plan. (2.22)	Accepted	The equality survey has been analysed and the findings have been fed into the equalities action plan.	Head of Safer Custody	Completed
5.74	Night staff should be aware of the location of personal emergency and evacuation plans. (2.34)	Accepted	Night staff are briefed at the start of their shift by the night orderly officer and briefings include the location of the personal emergency and evacuation plans (PEEPs). All personal emergency and evacuation plans (PEEPs) are kept in the core offices of the house blocks in a clearly labelled folder. Prisoners subject to a PEEP on a unit are highlighted on wing roll boards.	Head of Safer Custody	Completed and ongoing
	Health services				
5.75	Information about the available health services, including nurse assessment, should be easily accessible across the prison. (2.59)	Accepted	Information about the health services available will be shared with patients across the prison in written form and through other appropriate methods.	Head of Healthcare	31 May 2015

5.76	Confidential access to barrier protection should be well advertised. (2.60)	Accepted	Confidential access to barrier protection will be advertised to prisoners across the establishment in written form and through other appropriate methods.	Head of Healthcare	30 June 2015
5.77	Prisoner access to a pharmacist for routine advice about medicines should be well advertised. (2.79)	Accepted	The pharmacy provider will provide suitable materials to enable the service to be advertised to prisoners.	Lloyds Pharmacy	31 May 2015
5.78	Medicine trolleys should be secured to the wall when not in use. (2.80)	Accepted	The healthcare provider will work with the prison estates team to find a method for medicine trolleys to be secured to a wall when not in use.	Head of Healthcare	31 July 2015
5.79	Medicines for different patients should be clearly separated, to reduce the risk of a patient receiving the wrong medication. (2.81)	Accepted	Medicines in dispensaries and trolleys will be separated as far as the available space and storage capacity in the areas allow.	Head of Healthcare	30 April 2015
Physical education and healthy living					
5.80	Fitness equipment in residential areas should be kept in good repair. (3.60)	Accepted	Staff on the units inspect the equipment daily. Any damage is reported to the maintenance contractor. If equipment is found to be damaged or broken and reported to staff it will be reported to the maintenance contractor and removed from use.	Head of Residence	Completed and ongoing
Reintegration planning					
5.81	Prisoners should not be required to wear identifying sashes during visits. (4.57)	Rejected	PSI 15/2011 - <i>Management of Security at Visits</i> provides that arrangements must be in place to identify and account for prisoners both before and after visits. Where appropriate, Governors have the discretion to require prisoners to wear distinctive clothing to aid staff. (paragraph 2.6)	NOMS Security Group	

Recommendations		Housekeeping Points	
Accepted	53	Accepted	12
Accepted Subject to Resources/Partially Accepted	9	Accepted Subject to Resources/Partially Accepted	0
Rejected	6	Rejected	1
Total	68	Total	13