

**ACTION PLAN: HMCIP REPORT**

**ESTABLISHMENT: HMP/YOI PORTLAND**

| <b>TIMETABLE</b>            | <b>DATE</b>       | <b>STATUS OF THIS RETURN</b> |
|-----------------------------|-------------------|------------------------------|
| Full Unannounced inspection | 15–19 May 2017    |                              |
| Report published            | 20 September 2017 |                              |
| Action Plan Submitted       | 11 December 2017  | Attached                     |

## ACTION PLAN - HMCIP REPORT

ESTABLISHMENT: HMP/YOI PORTLAND

POSITION AS AT: DECEMBER 2017

| 1.<br>Rec.<br>No | 2<br>Recommendation  | 3.<br>Accepted/<br>Rejected/<br>Partially<br>Accepted /<br>Accepted /<br>Subject to<br>Resources | 4.<br>Response<br>Action Taken/Planned   | 5.<br>Function<br>Responsible/<br>Policy Lead  | 6.<br>Target Date |
|------------------|--|--|--|--|-------------------|
|                  | <b>Main recommendations to the governor</b>  |  |  |  |                   |
| 5.1              | There should be a clear strategy to identify and understand the causes of bullying and violence. Investigations should be carried out promptly and actions identified to reduce the risks should be tangible and swift. There should be more positive interventions to help perpetrators change their behaviour. (S40) | Accepted   | <p>HMPPS has a Zero Tolerance approach to violence. New ways of working are being introduced in prisons to give staff more time to directly supervise offenders. This one-to-one support from a key worker as part of the new offender management model (OMM) in custody is intended to deliver transformational benefits needed to improve regimes and staff-prisoner relationships. OMM will provide a dedicated prison officer to every six prisoners enabling officers to build constructive relationships with prisoners, reduce levels of frustration and, ultimately, reduce levels of violence. This one-to-one support from a dedicated officer will enable offenders get the help they need.</p> <p>HMP/YOI Portland have re-structured its Senior Management Team (SMT) and provided additional managerial support for the management of violent incidents. The function now has an appointed Band 5 manager to lead on Violence Reduction and Safer Custody. This manager is supported by a wider managerial team.</p> <p>A system is to be implemented at HMP/YOI Portland to ensure all violent incidents are investigated and passed to security to ensure compliance with reporting procedures.</p> <p>HMP/YOI Portland will also ensure</p> | HMPPS<br>Safer Custody<br>and Public<br>Protection<br>Group<br>(SCPPG)/ Head<br>of Safer<br>Prisons/ Head<br>of Security &<br>Operations | March 2018        |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  |  |  | <ul style="list-style-type: none"> <li>• Actions are monitored and reviewed by the violence reduction meeting.</li> <li>• Attendance at the Violence Reduction Meetings is improved by creating an inclusive membership of stakeholders who can impact effective actions to reduce the risk and repeat of violence at HMP &amp; YOI Portland.</li> <li>• A victim support strategy is developed.</li> </ul> <p>More positive Interventions are to be introduced when resource allows. A new Regime Management Plan (RMP) identifies and protects Safer Custody and Violence Reduction Officers as part of HMP/YOI Portland's regime planning each day. This will provide consistent staffing in the Violence Reduction and Safer Custody roles. HMP/YOI Portland have increased the numbers of Band 3 Officers detailed to conduct these duties, which also further demonstrates our commitment to this essential work.</p> <p>A Violence Hub is being created in the ground floor of Nelson wing. This Hub will provide a facility for Mediation, Restorative Justice (RJ), Forums and interventions to challenge behaviours of perpetrators of Violence and support and equip victims of violence with the appropriate skills to mitigate and protect against these the risks.</p> <p>The prison will explore options with Co-Financing Organisation Round 3 (CF03) for additional interventions as appropriate under CF03's remit and in consultation with Regional Psychological Services to ensure that all interventions are compliant under PSO 4350 – Effective Regime Interventions, and commissioned in response to evidenced need and specific identified outcomes.</p> <p>HMP/YOI Portland are engaging with the Regional Psychology team to support us further with Promoting Risk Intervention by Situational Management (PRISM), Suicide and Self-Harm (SASH) or new violence reduction strategies that will help to address this risk.</p> <p>The Incentives and Earned Privilege (IEP) policy has been further revised and promoted at a Full Staff Meeting (FSM) to improve the effectiveness of this Policy. HMP/YOI Portland has</p> |  |  |
|--|--|--|--|--|--|

|     |   |          |   |   |                            |
|-----|---|----------|---|---|----------------------------|
|     |   |          | <p>a winter training/development programme for staff to improve understanding and application of this and other core behaviour tools to effectively manage the risks.</p> <p>In recognising that suspicion based drug testing and intelligence led searching was a reported concern given the widespread use of illicit substances, driving debt, bullying and violence, HMP/YOI Portland now operate numerous searching programmes at Portland based on intelligence. This includes operation Springboard which runs at night time and conducts targeted searching for the retrieval of illegal items and substances. This is very effective. Suspicion testing is conducted as required when staffing levels permit. This is resource dependent and the prison facilitate it on a need basis.</p>   |   |                            |
| 5.2 | The prison should develop a strategy to identify, protect and support victims of bullying and violence, and those at risk of self-harm. Oversight should be at a senior level to ensure that appropriate processes are in place and prompt action is taken to reduce risks to vulnerable prisoners. (S41) | Accepted | <p>Victims of violence are all spoken to by a member of the Safer Custody team and wing staff. HMP/YOI Portland assess this on an individual basis and put in place measures to reduce the risk of a repeat incident. This may include transfer, move of wing, Assessment Care in Custody and Teamwork (ACCT) document being opened. The prison is developing a Violence Hub which will provide targeted interventions to support these victims through interventions or mediation.</p> <p>The Violence Reduction (VR) funding has been used to recruit a Band 5 Manager for Safer Custody and Violence Reduction. This additional resource will target actions to keep offenders safe and promote pro-social modelling and behaviours. In conjunction with area psychology and PRISM a new VR Strategy is being developed. HMP/YOI Portland will also:</p> <ul style="list-style-type: none"> <li>• Further develop the safeguarding strategy, to include self-isolating prisoners and the victims of bullying and violence, will take place.</li> <li>• ACCT management training to be delivered to all managers to improve Quality Assurance (QA) of ACCTs</li> <li>• A senior manager will be identified to attend Dorset County Council (DCC) adult safeguarding board.</li> </ul> | HMPPS<br>SCPPG / Head<br>of Safer Prisons     | Complete<br><br>March 2018 |
| 5.3 | All staff should be properly trained in control and restraint techniques, and required to use available body-worn   | Accepted | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Implement systems to monitor the use of Body Worn Video Camera's (BWVC).</li> </ul>  | Head of Safer<br>Prisons/ Head<br>of Security | March 2018                 |

|     |  |          |   |                              |               |
|-----|--|----------|---|------------------------------|---------------|
|     | video cameras. Staff should complete accurate and detailed use of force reports promptly. All planned incidents and baton use should be recorded and reviewed. Managers should address any concerns raised and share learning points with staff. (S42) |          | <ul style="list-style-type: none"> <li>• Introduce a process to ensure all planned incidents are recorded on video and reviewed.</li> <li>• A process will be implemented to ensure BWVC footage is reviewed when resource is available. This task is currently not resourced and is managed on an ad hoc basis. A funding request has been submitted for administrative support to the South West Prison Group Director and the prison is awaiting the outcome. Having identified and resourced staffing will enable the prison to manage this risk and data more effectively.</li> <li>• Introduce a system to QA use of force paperwork for timeliness of completion, correct recording and opportunities for learning. The QA will include completion of all appropriate and necessary paperwork. Those staff who fail to complete their Use of Force (UoF) paperwork will be challenged with a clear expectation communicated to all staff. This will be promoted at all C&amp;R training in the report writing module. A senior manager will also attend the UoF meeting.</li> <li>• All operational staff bands 3-5 will have scheduled UoF training annually and HMP Portland will drive delivery of trained staff to be consistently above the Key Performance Target (KPT) of 80%.</li> </ul> |                              |               |
| 5.4 | Delivery of the regime should be effectively managed at a senior level to maximise prisoner time out of cell with a focus on better access to learning, skills and work. (S43)   | Accepted | <p>A regime management tool is to be added to the establishment action plan and monitored and reviewed at the monthly performance and assurance meeting. The tool will also be incorporated into the Quality Improvement plan.</p> <p>The tool provides detailed guidance on the priority of tasks to be run in the establishment. This gives adequate consideration into the Safety of Staff and offenders and the priority order of tasks to meet the business needs.</p> <p>The core day does experience unacceptable delays and a key reason has been the level of control to the regime needed to manage what has been a very challenging population. Now that staff recruitment and the regime has improved some control is being reduced. This is being facilitated by a move to provide each residential unit with a band 5 Custodial Manager and band 4 Supervisory Officer to provide leadership and</p>  | Head of Reducing Reoffending | December 2017 |

|     |  |          |  |  |            |
|-----|--|----------|--|--|------------|
|     |  |          | <p>direction for their respective units. HMP/YOI Portland has elected to resource these roles. This is beginning to demonstrate improvements on units and timeliness and control are showing early signs of improvement. The SMT are conducting visibility reviews every month to assess its effectiveness and this is reported back at morning meetings and at the monthly SMT.</p> <p>A weekly activity attendance meeting continues to take place to monitor and review attendance. This meeting, drawing together the Reducing Reoffending and Residential functions at all levels, along with a Weston induction programme designed to engage and motivate, seeks to provide activity places at the earliest opportunity. Offenders need to go through the Risk assessment, Induction and diagnostic assessment to be appropriately allocated to activity. Activity figures are reported and discussed at the morning meeting, and subsequent required actions are allocated and reviewed. And those offenders in greatest need of activity are discussed at the complex offenders meeting each week with engagement actions allocated.</p> |  |            |
| 5.5 | <p>Management of the offender management unit should be tightened and the quality assurance of cases, systems and processes should be robust. Managers should do more to understand the needs and risks of the population, and provide better support for staff supervising prisoners. (S44)</p> | Accepted | <p>HMP Portland will ensure:</p> <ul style="list-style-type: none"> <li>• Development of the centralised management information systems will take place which identifies a range of core information and required actions within the OMU and supporting stakeholders.</li> <li>• Individual areas of responsibility are assigned to a named manager to prioritise required actions for individual offenders. All of this work is transparent and provides a senior management tool for tracking need and completion of actions.</li> <li>• A live performance board is introduced in OMU which displays up to date information for staff to focus attention on functional performance. This board also clearly identifies individual and managerial responsibility.</li> <li>• Weekly performance meetings are introduced and underpinned by the National Assurance Policy (NAP)</li> <li>• The Head of Function and Custody Manager (CM) are trained in key risk areas in order to ensure that</li> </ul>   | Head of Offender Management Unit (OMU) | March 2018 |

|     |   |                    |  |                                     |                      |
|-----|---|--------------------|--|-------------------------------------|----------------------|
|     |   |                    | <p>they better understand and are able to quality assure the work of staff supervising prisoners.</p> <ul style="list-style-type: none"> <li>The cross deployment of Offender Supervisors to deliver core mandatory operational functions is reduced. HMP/YOI Portland has begun to see its staffing profile increase to a level that no longer requires the same amount of cross deployment. The Regime Management Plan and better recruitment in operational grades has improved to a more acceptable position. Additionally, HMPPS is moving to an Offender Management model that will remove operational grades from Offender Management units which will eliminate this type of cross deployment moving forward.</li> </ul> <p>A Senior Probation Officer (SPO) has been appointed and will link the work of OMU with outside Probation services. This will improve communication streams across agencies. In addition the SPO will be commencing supervision of the Offender Supervisors to drive up standards and will be conducting the QA for the OASys reports completed. The SPO will also provide assurance that Probation Instructions are being adhered to and will be providing professional development opportunities for Offender Supervisors.</p> <p>The new Public Protection team will have the responsibility for notifying the Offender Manager of all impending MAPPAs releases and will have oversight that all pre-release notifications have been complied with.</p> |                                     |                      |
|     | <b>Recommendations to HMPPS</b>   |                    |  |                                     |                      |
| 5.6 | Prisoners should have all their permitted property with them when they are transferred between prisons. (1.3) | Partially Accepted | The requirement for the transportation of property is governed by Prison Service Instruction (PSI) 12/2011 and PSI 72/2011. It is measured against two volumetric sized boxes and a single oversized item or bag which, must not measure over 15kg. In addition to this, the escort contractor will take legal documentation. The escort contractor is aware that property established within these limits must be taken to the facility to which the person is to be transported. If items exceed the agreed limits, this will detract from the ability of the contractor to transport all persons with their property to the required  | Prisoner Escort and Custody Service | Complete and ongoing |

|     |   |                    |   |                |            |
|-----|---|--------------------|---|----------------|------------|
|     |   |                    | <p>destination. The vehicle fleet is designed to carry the number of prisoners it is intended, together with their property to the volumetric limit. In all circumstances the contractor will decline to transport any property that exceeds the volumetric limit due to exact storage space upon the vehicle. It remains the responsibility of the sending establishment to make arrangements for excess property to be forwarded at their expense. Prisoner Escort and Custody Service (PECS) continue to monitor all aspects of the contractors' performance and on occasions where it fails to meet the agreed levels will be raised with the contractor for improvement.</p> <p>Where it is not possible to transfer excess property with a prisoner due to the restricted space on the transportation vehicles, every attempt must be made by the sending prison to send the property to the receiving establishment as soon as possible.</p> <p>PSI 12/2011 requires Governors to comply with volumetric control requirements. When any prisoner's property levels exceed the volumetric control limit for in-possession items, they will continue to be encouraged to send items out, or have them disposed of, to assist with the moving of property when prisoners transfer establishments.</p> |                |            |
| 5.7 | All prisoners arriving from other establishments should have an up-to-date OASys (offender assessment system) assessment, where relevant. (4.3) | Partially Accepted | <p>Initial Start of Custody Assessments should be completed within agreed timescales by local establishments or National Probation Service dependant on the risk of the offender. HMPPS continues to review the OASys backlog and ensures that reporting on the OASys backlog is improved and communicated to National Probation Service (NPS) areas. The prioritisation criteria remains in place to support establishments and ensures the highest priority cases are completed in full, with a reduced assessment for lower risk cases, ensuring all cases have some form of risk assessment and sentence plan.</p> <p>There has been a review of Offender Management in custody (OMiC) and this will address the issues which male closed prisons currently face around completing OASys reports. The new model will move the resource for OASys report completion into the training / resettlement estate and away from local / reception prisons, where there is more time for engagement with the offender and for the plan to be produced.</p>  | HMPPS<br>SCPPG | April 2018 |

|     |  |          |  |   |               |
|-----|--|----------|--|---|---------------|
|     |  |          | <p>Roll out of the new OM model has commenced within the 10 pathfinder sites and HMP Berwyn. HMPPS are currently working through the roll out schedule into the wider estate, but the new OM model will be in place in all Closed prisons by September 2019.</p> <p>In the interim period before the OMiC is deliverable, The transfer of prisoners is driven nationally and linked to current population pressures, which may impact sending establishment's ability to complete all OASys paperwork prior to transfer.</p>   |   |               |
|     | <b>Recommendations to the governor</b>   |          |  |   |               |
|     | <b>Courts, escort and transfers</b>  |          |  |   |               |
| 5.8 | Prisoners should be taken off the escort vans promptly. (1.4)  | Accepted | <p>The PECS escort contractor staff will ensure that prisoners disembark the vehicle as swiftly as possible without compromising the safety and security of prisoners and staff. PECS escort contractors rely on effective prison reception procedures to ensure compliance and escort staff must comply with the local security strategy of the prison. It is in the interest of the PECS contractor to disembark prisoners promptly, to allow them to continue with their journey.</p> <p>Reception staff at HMP/YOI Portland will establish an estimated time of arrival.<br/>A Governors' Notice to Staff (NTS) is to be published to direct reception staff to contact Orderly Officers when a van is waiting and a patrol to be supplied.</p> <p>All new reception prisoners will be allowed into HMP/YOI Portland and allow them to disembark from the vehicle as soon as adequate prison staff are in position to safely do so. The prison will not unduly delay this process or leave the new reception on the vehicle when there is the capacity to safely unlock the cellular vehicle. HMP/YOI Portland will resource this area as a matter of urgency through the Orderly Officer and Duty Governor at the earliest opportunity.</p> | <p>Prisoner Escort and Custody Service</p> <p>Head of Security and Operations</p> | December 2017 |
|     | <b>Early days in custody</b>   |          |  |   |               |
| 5.9 | New arrivals should be taken to the first night centre at the earliest opportunity. Those who have to wait | Accepted | New arrivals are kept in Reception until seen by the Healthcare Centre (HCC). Reception cells are to be redecorated and  | Head of Security and Operations   | December 2017 |

|      |  |          |   |                       |               |
|------|--|----------|---|-----------------------|---------------|
|      | in reception for prolonged periods should be provided with useful information and appropriate distraction materials, such as a daily newspaper and a TV. (1.8)   |          | <p>materials such as magazines made available. A TV is to be identified to display key prison information and opportunities.</p> <p>The geographical layout of HMP &amp; YOI Portland and staffing resource does not allow the movement of each new reception from Reception to the First Night Centre (FNC) individually. This practice would unnecessarily delay the disembarkment of the vehicle for all of the offenders.</p> <p>As the prisons reception numbers are relatively low this process does not represent an unreasonable amount of time in reception and provides the opportunity to best support those offenders on their reception into HMP YOI Portland, without unduly rushing this process.</p>  |                       |               |
|      | <b>Self-harm and suicide</b>   |          |   |                       |               |
| 5.10 | The suicide and self-harm prevention meeting should be sufficiently frequent to enable appropriate analysis, oversight and action, and have links to other key areas, such as violence reduction, activities and security. (1.20)                        | Accepted | The violence reduction meeting and suicide and self-harm (SASH) meeting are to be held as one meeting on a monthly basis. By linking these meetings HMP/YOI Portland can make more effective planning on its meeting schedule and allow better representation by a range of managers, partnership agencies and stakeholders. This meeting will be chaired by the Head of Safety who will ensure that actions are identified and completed to effectively manage this risk.  | Head of Safer Prisons | December 2017 |
| 5.11 | There should be sufficient quality assurance of assessment, care in custody and teamwork (ACCT) case management to ensure it provides adequate support for prisoners at risk of self-harm, and all relevant personnel should attend ACCT reviews. (1.21) | Accepted | <p>Case management training is to be delivered to all Band 5 Operational Custodial Manager and Band 4 Operational Supervisory Officer.</p> <p>These grades are the direct supervision and management for all residential units and are directly accountable for ACCT documents. This training and development will best support them in their role to keep our offenders safe.</p> <p>A series of management assurance checks will be introduced to ensure compliance with all ACCT requirements. There is an ACCT management checks carried out weekly by Night Orderly Officer and the Safer Custody Manager.</p> <p>Visits from area Safer Custody lead has begun to spend one to one time with case managers and aid in their development in this area.</p> | Head of Safer Prisons | December 2017 |

|      |  |          |   |  |   |
|------|--|----------|---|--|---|
|      |  |          | Invites and reasons for non-attendance at reviews will be recorded on case review document.   |  |   |
|      | <b>Safeguarding</b>  |          |   |  |   |
| 5.12 | The governor should contact with the local director of adult social services (DASS) and the local safeguarding adults board (LSAB) to develop local safeguarding processes. (1.23)         | Accepted | <p>A senior manager is to be identified to attend the DCC adult safeguarding board.</p> <p>The weekly complex offenders meeting discusses all offenders who are identified as vulnerable for a range of reasons. This meeting considers how best to support them whilst at HMP/YOI Portland and then identifies required actions to keep them safe.</p> <p>Staff will be made aware of the reporting requirements of those who report abuse, by annual notices and other means of communication, as necessary.</p>  | Governor   | December 2017   |
|      | <b>Security</b>  |          |   |  |   |
| 5.13 | Security arrangements, including those for prisoner movement and meal service, should be appropriate for a category C prison. (1.30)   | Accepted | <p>The unescorted policy is to be reviewed and implemented.</p> <p>A re-profiling exercise will review all staffing pressures and proportion staffing according to need, to best facilitate activities and access to facilities. March 2018</p> <p>HMP/YOI Portland have identified a Custodial Manager and Supervisory Officer for every residential unit. This will provide momentum to the regime and ensure the regime is delivered in a manner consistent for a Category C establishment.</p>  | Head of Security and Operations/<br>Head of Residence            | <p>December 2017</p> <p>March 2018</p> <p>December 2018</p> |
| 5.14 | The prison should develop, implement and monitor a drugs and alcohol supply reduction action plan, and ensure there are effective measures to tackle drug and alcohol availability. (1.31) | Accepted | <p>A Supply Reduction plan will be developed between Security and Reducing Reoffending (specifically the Substance Misuse Team) departments, as both functions are key contributors to the required outcomes. It will be implemented through an effective policy, regular meetings and actions that demonstrate a drive to reduce drug supply and use. This will be monitored and reviewed at the disruptive prisoner forum which is being developed and will be held weekly.</p> <p>Suspicion testing is facilitated on the basis of need. This is assessed and managed through the security department. Targeted searching is routinely conducted at a range of times and days. These are approved on the basis of need and</p> | Head of Security and Operations/<br>Head of Reducing Reoffending | March 2018  |

|      |  |          |  |                                 |               |
|------|--|----------|--|---------------------------------|---------------|
|      |  |          | considered against the competing pressures of regime, stability and core business delivery.  |                                 |               |
|      | <b>Incentives and earned privileges</b>  |          |  |                                 |               |
| 5.15 | The incentives and earned privileges scheme should be applied fairly, and improvement targets and support should be in place for each individual prisoner. (1.34)                                  | Accepted | <p>The IEP policy has been reviewed and re-launched at a Full Staff Meeting which used smaller working groups to discuss the application of the new policy.</p> <p>This has been supplemented by a Governors Notice to all staff with a copy of the complete policy.</p> <p>HMP/YOI Portland will produce a flow chart which will be developed to direct staff to available and relevant targets and support.</p> <p>QA of how consistency is applied within the IEP scheme will be conducted by residential managers and co-ordinated through the Head of Residence and Services.</p>   | Head of Residence               | December 2017 |
|      | <b>Discipline</b>  |          |  |                                 |               |
| 5.16 | The number of adjudications should be reduced to enable all charges to be heard, and adjudication records should be quality assured to ensure sufficient inquiry before a finding of guilt. (1.37) | Accepted | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Provide additional training to adjudication liaison officers to allow them to support staff in the appropriate measures</li> <li>• Develop the QA and adjudication meeting process</li> </ul> <p>Through promoting and relaunching the new IEP policy, which has provided awareness to staff of its use, HMP Portland have already noted a reduction in the number of new adjudications, which has enabled the backlog of adjudications to be reduced.</p> <p>The re-launch and review of the IEP policy took place in November 2017 and early indications are that the levels of adjudication have decreased. The prison will continue to monitor this through Adjudication Meetings, as well as planning for an introduction of Restorative Justice themed adjudications as part of its ongoing Rehabilitative Culture. HMP/YOI Portland anticipate that this will be delivered through the creation of a Violence Reduction Hub and this will provide a forum for mediation and conflict resolution.</p> | Head of Security and Operations | May 2018      |

|      |   |          |   |                                 |               |
|------|---|----------|---|---------------------------------|---------------|
| 5.17 | Prisoners should never be located in cells without running water, sinks or other basic equipment. (1.49)                              | Accepted | <p>Pre-occupation checks are to be developed and where found not to meet the required standard this will be reported via Planet FM and be taken off line until all work is completed.</p> <p>A drive on cell standards has begun which is challenging the standard of cells prior to occupation. Supply of paint and furniture have been ordered to manage the standard of cells prior to occupation. This will mitigate and manage the levels of graffiti and standards of cells moving forward.</p>   | Head of Security and Operations | December 2017 |
| 5.18 | The regime in the care and separation unit should provide more opportunities for prisoners to access amenities and activities. (1.50) | Accepted | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Develop opportunities for prisoners to access in cell education</li> <li>• Review library access</li> </ul> <p>Exercise is provided on a daily basis for all offenders in the Care and Separation Unit (CSU). This is in line with the mandatory requirement within PSI 75/2011 – Residential Services, of 30 minutes 'Time in open air'. HMP/YOI Portland do endeavour to extend this whenever possible to one hour in line with HMIP expectations.</p> <p>The CSU provides reasonable and flexible access to the phones in the CSU. This is on the basis of individual need and staff will facilitate more calls subject to compliance and reasonable requests from the CSU residents.</p> | Head of Security and Operations | December 2017 |
| 5.19 | Segregation reviews should involve relevant staff and set appropriate targets. (1.51)   | Accepted | <p>Segregation reviews are to be scheduled for 2 pm every Tuesday. Segregation reviews are chaired by Head of Safety or the Duty Governor and are attended by CSU staff, IMB when in the establishment, any other key contributor with relevant input and Healthcare are always invited. Relevant managers will be required to attend. If Healthcare are not able to attend they are included via the conference phone within the CSU facility. Mental Health In-Reach Team (MHIT) are also included when appropriate.</p> <p>The Head of Security monitors segregation and re-integration to ensure the prison is actively trying to reintegrate to ordinary</p>   | Head of Security and Operations | December 2017 |

|      |   |                    |  |   |              |
|------|---|--------------------|--|---|--------------|
|      |   |                    | location or consider alternative transfers, when appropriate. Monitoring will also take place through the daily briefing.  |   |              |
|      | <b>Substance misuse</b>   |                    |  |   |              |
| 5.20 | The full range of prescribing options should be available, and prescribing decisions should be made on clinical need. (1.58, repeated recommendation 1.82)  | Accepted           | <p>HMP Portland will ensure that:</p> <ul style="list-style-type: none"> <li>• Care UK are recruiting into this position</li> <li>• Care UK to review all prescribing options and decisions</li> <li>• Medical service offer is being reviewed</li> </ul> <p>A facility on Beaufort unit is to be opened to enable the commencement of full prescribing options. Care UK will discuss further the impact on regime delivery with the prison to enable commencement. Care UK are reviewing their staffing structure to better resource them to dispense from this additional location.</p>  | Healthcare Manager  | January 2018 |
| 5.21 | There should be sufficient provision for prisoners with both mental health and substance-related problems. (1.59)   | Accepted           | <p>HMP &amp; YOI Portland and Care UK acknowledge the need for enhanced staffing levels in these areas and Care UK have provided assurance that they are recruiting to better serve this need.</p> <p>There has been a Band 5 Mental Health nurse and a Band 7 Clinical Lead recruited to the Mental Health team. The Band 7 Substance Misuse Service (SMS) Nurse Prescriber has provided increased cover to HMP/YOI Portland to three full days a week. A long term agency Mental Health nurse has also been recruited to work alongside the current team to provide additional Mental Health cover.</p> <p>There remains a live advert for a further Mental Health Nurse which will be covered with long term agency to ensure continuity of care for patients with both Mental Health and SMS health needs.</p> | Healthcare Manager  | March 2018   |
|      | <b>Residential units</b>  |                    |  |   |              |
| 5.22 | Cells designed for one should not be used to accommodate two prisoners. Cells should be clean, well maintained and properly ventilated, and contain sufficient furniture. Graffiti and displays of offensive materials should | Partially Accepted | Until population pressures allow these cells will continue to hold two prisoners. As part of prison reforms the long-term goal is to reduce overcrowding, while maintaining sufficient capacity in the prison estate to manage the demands of the courts and the sentenced population as efficiently as possible.  | Prison Estate Transformation Programme/<br>Prison Group Director/ | March 2018   |

|  |  |  |                                    |  |
|--|--|--|------------------------------------|--|
|  | <p>be removed. Toilets should be clean and appropriately screened. (2.9)</p> | <p>Prisons are not expected to operate above their operational capacity. This level is kept under constant review, taking into account fluctuations in the prison population and useable capacity across the estate. The prison ensures that this level of operational capacity is set to reflect the provision of safe and decent accommodation and the operation of suitable regimes and that levels of crowding in prisons are carefully managed.</p> <p>The occupancy of prison cells is determined by the Governor of each establishment and, where cells are proposed for sharing when they were originally designed for single occupancy, this is certified by the relevant Prison Group Director in accordance with Prison Service Instruction 17/2012, which provides clear guidelines for determining cell capacities. Cells will only be shared where a Prison Group Director has assessed them to be of adequate size and condition for doing so.</p> <p>It is acknowledged work is required on Nelson and Grenville showers to improve water pressure. The prison is working with its partner, Carillion, to improve the standards of showers in the establishment. There is a rolling program of refurbishment and maintenance which is consistently reported and assessed.</p> <p>Residential managers will be reminded to comply with the existing IEP policy and cell checks process providing Head of Residence with evidence.</p> <p>A drive on cell standards has begun which is challenging the standard of cells prior to occupation. Supplies of paint and furniture have been ordered to manage the standard of cells prior to occupation. This will mitigate and manage the levels of graffiti and standards of cells moving forward.</p> <p>HMP/YOI Portland will also explore further the ordering process for white wood furniture having received to date around only a quarter of the cell cupboards that were ordered in May 2017.</p> <p>Kettles are now issued to all arrivals and they are required to sign a compact which is retained with their property cards.</p> | <p>Governor/ Head of Residence</p> |  |
|--|--|--|------------------------------------|--|

|      |  |          |  |                   |               |
|------|--|----------|--|-------------------|---------------|
|      |  |          | <p>The prison has also exceeded its cleaning budget to ensure that sufficient cleaning materials are available.</p> <p>Shared occupancy cells are prioritised for toilet screening. Routine checks are in place to ensure double occupancy cells have toilet screens and those which have been damaged will be reported for repair.</p>  |                   |               |
| 5.23 | Prisoners should be able to access clean showers daily. (2.10)   | Accepted | <p>HMP/YOI Portland is actively recruiting staff to levels that operationally enable a consistent delivery of regime which provides adequate access services and to the showers daily.</p> <p>A Notice to Prisoners (NTP) will be issued informing prisoners when association periods are and access to showers.</p> <p>The prison is working with its partner, Carillion, to improve the standards of showers in the establishment. There is a rolling program of refurbishment and maintenance which is consistently reported and assessed.</p>  | Head of Residence | December 2017 |
| 5.24 | Clean bedding, towels and clothing (including coats) should be consistently available to prisoners. (2.11) | Accepted | <p>HMP/YOI Portland will ensure a review of the Clothing Exchange Store (CES) and current stock levels is conducted.</p> <p>Waterproof coats are offered to new receptions and a stock of coats have been moved to all residential units so that any changes in weather conditions can be managed. Wing managers will ensure there are appropriate stock levels of waterproofs and coats on units for distribution.</p> <p>Quarterly kit amnesty will introduced on each unit in an attempt to continue to recover a substantial amount of kit, including towels and sheets that are already in circulation. Prisoners "hoarding" kit is unacceptable and continues to be challenged so that weekly kit exchanges can take place.</p> <p>Duvet exchanges are completed at regular intervals on all wings. HMP/YOI Portland has purchased additional duvets to allow for a whole wing to carry out 1 for 1 exchanges.</p> | Head of Residence | December 2017 |
|      | <b>Staff-prisoner relationships</b>  |          |  |                   |               |
| 5.25 | Managers should set minimum standards of expected behaviour, and   | Accepted | HMP/YOI Portland will ensure that:   | Governor          | December 2017 |

|      |   |          |  |                       |               |
|------|---|----------|--|-----------------------|---------------|
|      | ensure that staff understand and enforce them. (2.15)   |          | <ul style="list-style-type: none"> <li>• A standard objective will be included on all Staff Performance Development Reviews (SPDR's) around challenging prisoners who are not meeting the required expectations.</li> <li>• An expected behaviour policy will be developed</li> <li>• Every residential unit has an Expectations Notice Board. This clearly explains what the required standards of behaviour are for offenders and what offenders can in turn expect back from the staff.</li> <li>• All new inductions are provided literature and briefings that explain the required standard of behaviour in custody. This gives those individuals an opportunity to question these expectations to build a fuller understanding.</li> </ul>  |                       |               |
| 5.26 | The personal officer system, or an equivalent, should be implemented to ensure that prisoners have someone they can approach who understands them and can provide support. (2.16)                                     | Accepted | <p>The upcoming Offender Management review will bring Key Workers to HMP/YOI Portland and enhance the current staffing capacity and staffing benchmark. These staff will be prisoner facing and include enhanced dialogue through FMI to better understand prisoner concerns and to offer direction for their time in custody in preparation for release.</p> <p>In addition to this HMP/YOI Portland have established a Band 4 Supervisory Officer and a Custodial Manager for every residential unit. This is an enhancement on the benchmark to better support staff and offenders.</p> <p>Staffing levels will be confirmed after the pathfinder sites have completed their 12 month bench test and the role out extends through the service. HMP/YOI Portland go live date is yet to be confirmed.</p> <p>The Key worker role will enable us to re-establish a personal officer scheme that records more regular interaction on NOMIS</p> | Head of Residence     | April 2018    |
|      | <b>Equality and diversity</b>   |          |  |                       |               |
| 5.27 | The profile of diversity work in the prison should be raised, and the diversity and race equality action team (DREAT) meeting should drive multidisciplinary work to support all minority groups of prisoners. (2.21) | Accepted | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• The Governor or Deputy will chair the Diversity and Race Equality Action Team (DREAT) meeting</li> <li>• Identified managers for protected characteristics to attend DREAT meeting.</li> </ul>   | Head of Safer Prisons | December 2017 |

|      |   |                    |   |  |               |
|------|---|--------------------|---|--|---------------|
|      |   |                    | <ul style="list-style-type: none"> <li>Prisoners will have co-ordinated forums for the protective strands. These will be facilitated by the lead on each protective strand.</li> <li>Leads will be asked for written submission for all DREAT meetings if they are unable to attend.</li> <li>Responsible managers/leads will facilitate forums, attend DREAT, be the SPOC and provide required actions to drive forward improvements.</li> </ul>   |  |               |
| 5.28 | The prison should promptly address evidence of possible discrimination highlighted by equality monitoring data, and should regularly consult prisoners with protected characteristics to ensure that their needs are identified, assessed and met. (2.22) | Accepted           | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>Responsible managers/leads will be identified for each protected characteristic to facilitate forums, attend DREAT, be a SPOC and provide required actions to drive forward improvements</li> <li>The regular consultation groups with prisoners will be reintroduced.</li> <li>Progress is monitored through the DREAT meeting. The meeting will ensure action is taken where there is evidence of possible discrimination found in data.</li> </ul>   | Head of Safer Prisons  | December 2017 |
| 5.29 | Foreign national prisoners should have access to independent immigration advice. (2.30, repeated recommendation 2.27)   | Partially Accepted | <p>HMP/PS will discuss this with the Home Office and explore the feasibility of arranging on site or telephone independent immigration advice.</p> <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>Promote the Tracks toolkit website to all staff</li> <li>Reintroduce foreign national surgeries</li> </ul> <p>Immigration surgeries will be staffed by an Immigration Officer from the Criminal Casework Immigration Enforcement who will request appointments with specific offenders. Foreign National Offenders will also be able to request slots to discuss their issues with the Home Office.</p> | <p>Equalities Interventions and Operational Practice Group, HMP/PS</p> <p>Head of OMU/<br/>Head of Safer Prisons</p> | December 2017 |
| 5.30 | All staff should be aware of where to find personal emergency evacuation plans and be familiar with their contents for prisoners they are responsible for. (2.31)   | Accepted           | <p>HMP/YOI Portland will publish an annual Notice to Staff (NTS) reminding staff of PEEPs.</p> <p>Additionally;</p> <ul style="list-style-type: none"> <li>Training will be provided to all staff reference PEEP's</li> </ul>   | Head of Safer Prisons  | December 2017 |

|      |  |                    |   |                                 |               |
|------|--|--------------------|---|---------------------------------|---------------|
|      |  |                    | <ul style="list-style-type: none"> <li>• Wing Managers will ensure all PEEP information is recorded on wing boards</li> <li>• Details of individuals on PEEPS will be recorded on the daily briefing</li> </ul>   |                                 |               |
|      | <b>Complaints</b>  |                    |   |                                 |               |
| 5.31 | All prisoner complaints should be dealt with promptly, and they should be subject to appropriate investigation to enable a full and helpful response. (2.38) | Accepted           | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Produce an overdue list for the morning briefing</li> <li>• Issue reminders for complaints prior to the due submission date.</li> <li>• Monitor and review at the Performance and Assurance meeting the numbers of complaints, and trends in subjects and areas.</li> <li>• Implement a quality control system which will ensure responses to complaints are being dealt with fairly, prisoners concerns are listened to, and responses are transparent and impartial. Complaints not responded to in this way will be sent back to managers to amend.</li> <li>• Conduct 10% monthly QA checks. This will be completed by Business Hub Manager and Governor in addition to the monitoring.</li> </ul> | Head of Business Assurance      | December 2017 |
|      | <b>Legal rights</b>  |                    |   |                                 |               |
| 5.32 | Legal visits should take place in privacy. (2.41, repeated recommendation 2.42)  | Partially Accepted | <p>Legal visits currently take place in the domestic visits area which is acknowledged doesn't provide the physical layout to provide more privacy. There is no alternative suitable location at this time for this type of visit to take place.</p> <p>In order to combat these issues HMP/YOI Portland restrict the number of Legal Visits that are held each day so that adequate spacing is created between each visit and staff are aware of the importance of providing privacy and confidentiality. In January 2018 the Governor is commissioning a review of the Domestic and Legal Visits provision in order to identify solutions to these issues. This may require some capital funding in order to fully meet this recommendation.</p>                            | Head of Security and Operations | December 2018 |
|      | <b>Health services</b>   |                    |   |                                 |               |
| 5.33 | There should be sufficient health staffing and skill mix to provide all required health services consistently.   | Accepted           | There has been a recruitment drive which has resulted in the employment of a Clinical Lead for Primary Care and Mental Health. Additionally, two Nurses have been recruited for both  | Healthcare Manager              | Complete      |

|      |  |          |   |                    |            |
|------|--|----------|---|--------------------|------------|
|      | (2.52, repeated recommendation 2.51)   |          | <p>teams along with a Paramedic who is working with the team to ensure that staff have the correct level of support to deal with both emergencies and other clinical duties that are required of them.</p> <p>Along with the recruitment of permanent staff skilled agency staff has been recruited for long term placements to ensure that a competent compliant healthcare service is delivered.</p>  |                    |            |
| 5.34 | The health centre holding rooms should be remodelled and used to promote health and well-being. (2.53)                               | Accepted | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Explore providing secure pre-printed notice boards from HMP Coldingley.</li> <li>• Ensure Care UK place in the rooms health promotion literature for the patients to read whilst they are waiting for their appointments. This will be replaced frequently and updated so as to provide patients with valuable information whilst in the rooms.</li> <li>• Explore health education DVD/TV provision including purchasing a ligature proof casing</li> <li>• Look in to the appointment system so that patients do not have to wait in healthcare for long lengths of time.</li> </ul> <p>Additionally, the rooms have been repainted after the recent graffiti on the walls and this is a continual process. NHS England are also seeking to purchase some different seating for these rooms.</p> | Healthcare Manager | March 2018 |
| 5.35 | There should be a regular health service user forum to inform service delivery and development. (2.54, repeated recommendation 2.53) | Accepted | <p>A health service user forum is planned for HMP/YOI Portland to take place in the healthcare centre once a month. There will be a representative invited from each wings. The first forum is planned for March 2018 to allow for a meaningful programme and target engagement plan to be discussed at the health partnership meeting.</p> <p>The intention is to use these forums to discuss and inform the service that healthcare provides to patients and for feedback to influence the delivery of the healthcare service.</p>  | Healthcare Manager | March 2018 |
| 5.36 | The local delivery board should take sustained action to reduce the prisoner failure to attend rate, and                             | Accepted | HMP/YOI Portland will monitor Did Not Attends (DNA) through the performance dashboards.   | Healthcare Manager | March 2018 |

|      |  |          |  |                    |            |
|------|--|----------|--|--------------------|------------|
|      | waiting times before and after health care appointments. (2.61)  |          | <p>The Healthcare Manager will be invited to attend the local performance and assurance meeting. The Healthcare Manager will invite to the local partnership board its partners which are EDP, dental services, opticians, podiatry to enable further development of the board.</p> <p>The performance meeting runs monthly, which monitors performance against DNA. In addition to this the Healthcare Manager is invited to the monthly Senior Management Team meeting. Both meetings discuss how systems of work and monitoring of performance can be improved. Attendance failure rates can cover a range of reasons and often prisoners in HMP/YOI Portland's custody may no-longer wish to attend. However, the prison will work to maximise attendance of those who are willing to attend, including reminders being sent out to all those due to attend which may enable lists to be adjusted in advance and minimise DNA.</p> |                    |            |
| 5.37 | A pharmacist should ensure that the medicines supply chain is secure, and provide assurance to the health partnership board. (2.68)                            | Accepted | <p>A process has been developed to ensure medicines are held and transported securely</p> <p>Healthcare collects all medication from the delivery driver at the front gate of the prison. All Medication is transferred from the main gate to healthcare in a locked trolley box which is secured with padlocks. This is then unlocked once the medication is in the dispensary area of healthcare.</p> <p>All medication is transferred around the establishment in secure locked boxes.</p>  | Healthcare Manager | Complete   |
| 5.38 | There should be professional oversight of the pharmacy service and patients should have access to pharmacy-led clinics, including medicine use reviews. (2.69) | Accepted | <p>Care UK will recruit a regional pharmacist to provide professional oversight. A second Pharmacy Technician is cleared and will be commencing employment in December 2017. These will enable more pharmacy led clinics and reviews.</p> <p>Whilst there has not been any recent medication management meetings, medication management is discussed in the monthly Quality Assurance meeting which both the GP and Pharmacy technician attend.</p>  | Healthcare Manager | March 2018 |

|      |   |                    |   |                    |            |
|------|---|--------------------|---|--------------------|------------|
| 5.39 | All prescribed medicines should be administered at the appropriate times to ensure effective patient care. (2.70)   | Partially Accepted | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• Care UK to put a formulary in place</li> <li>• In possession (IP) drugs are reviewed</li> </ul> <p>Whilst the prison regime does not fit the requirement of prescribing certain medicines this will be considered as part of the ongoing regime review.</p> <p>Patients are given (where safe to do so) medication in possession, following an in possession medication risk assessment, which enables patients that need to take their night sedating medication to do so at the correct time. Healthcare staff are on shift until 18.00 which does mean for patients that are unable to have their medication in their possession they need to take this before the healthcare staff finish shift.</p> <p>Healthcare staff issue medication throughout the day to patients that are not able to have medication in possession to ensure compliance with medication, this is on an individual basis and in the best interest of the patient.</p> | Healthcare Manager | March 2018 |
| 5.40 | Prisoners should have prompt access to a full range of care-planned support for mild to moderate mental health problems. (2.79, repeated recommendation 2.83)                         | Accepted           | Care UK are currently recruiting two additional mental health nurses. The recruitment of these will enable for increased continuity within the Mental Health team and enable the expansion of its clinical interventions that it offers to patients.  | Healthcare Manager | March 2018 |
| 5.41 | Patients requiring a transfer under the Mental Health Act should be assessed promptly and be transferred within the current transfer guidelines. (2.80, repeated recommendation 2.85) | Partially Accepted | <p>There have been no patients that have needed a transfer to Mental Health services since 22 May 2017. However, HMP/YOI Portland will ensure that all requests for patients to be transferred under the Mental Health Act are acted on promptly. The Healthcare Manager, along with NHS England, monitor that all patients waiting for transfer to a Secure Mental Health setting are assessed and transferred as quickly as possible. Transfer times under Mental Health Act are dependent on bed availability and acceptance of the patient.</p> <p>NHS England continues to work with partners across the criminal justice system to improve services for offenders with mental health difficulties. At times there is pressure on some</p>   | Healthcare Manager | March 2018 |

|      |  |          |  |                   |               |
|------|--|----------|--|-------------------|---------------|
|      |  |          | categories of secure beds in certain parts of the country, which is why NHS England are currently undertaking a service review across all medium and low secure services to help ensure high quality care is available when needed. The review commenced in 2016 and is due for completion in 17/18. The outcome of the review will lead to commissioning service developments.  |                   |               |
|      | <b>Catering</b>  |          |  |                   |               |
| 5.42 | The prison should investigate and address prisoners' views on the quality and quantity of food, and prisoners should be able to carry their meals back to their cells safely. (2.86) | Accepted | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Develop a system to enable the hot meal to be served in the evening</li> <li>• Include an agenda item for the prisoner council to discuss food issues</li> <li>• Develop catering forums</li> <li>• Ensure trays are made available for prisoners in order to allow them to carry food back to cells safely</li> </ul> <p>All prisoners are invited to make comments/complaints on the back of the weekly menu sheets and can always be made at the point of service. Complaints are passed to the Catering Manager to respond to and action as necessary. Residential staff are now supervising meal serving to ensure portion control and standards are maintained.</p> | Head of Residence | March 2018    |
| 5.43 | All serveries should all be clean and well maintained. (2.87)  | Accepted | <p>Wing Managers have developed cleaning schedules and management checks for all serveries.</p> <p>HMP/YOI Portland underwent an inspection by the Environmental Health Department on the 8 November 2017 where the highest score possible of five was awarded.</p>  | Head of Residence | Complete      |
|      | <b>Purchases</b>   |          |  |                   |               |
| 5.44 | The prison should investigate and address prisoners' dissatisfaction with the shop provision, including the e-cigarettes on sale. (2.89)   | Accepted | <p>HMP/YOI Portland's canteen sheet were reviewed following the transition to tobacco free and the prison has adopted a more "healthy" list following consultation with prisoners. It was very much based on HMP Bristol's canteen list and amended slightly at prisoner's request.</p> <p>The canteen provision will be discussed and evidenced at prisoner forums. Prisoner comments will be raised with the commissioned supplier, as the prison shop is a nationally controlled contract and product list. A nominated Custodial</p>   | Head of Residence | December 2017 |

|      |  |          |  |                              |               |
|------|--|----------|--|------------------------------|---------------|
|      |  |          | <p>Manager liaises with the supplier and reports to the Head of Residence.</p> <p>HMP/PS presently offers six e-cigarette products which have been security cleared and are sold at manufacturers recommended retail price. The Vapour device is also available to all establishments and is sold at a substantially reduced price to allow prisoners with limited budgets to have access to a vaping alternative to smoking.</p>  |                              |               |
|      | <b>Learning and skills and work activities</b>   |          |  |                              |               |
| 5.45 | Learning, skills and work quality improvement planning should be developed further to identify and target effectively all areas for improvement across the prison. (3.8)     | Accepted | <p>HMP/YOI Portland will develop the Quality Improvement Plan (QIP) further to improve all areas of purposeful activity and partners, including Weston College, National Careers Service, Job Centre+, and Library Services. The QIP will be developed to encompass Ofsted/HMIP recommendations &amp; Dame Sally Coates Review recommendations, and will focus on becoming more specific in terms of where and how quality can be measured, maintained and developed.</p> <p>Progress will be reviewed through the monthly Quality Improvement Group (QIG) meetings.</p>   | Head of Reducing Reoffending | December 2017 |
| 5.46 | Recognised employment-related qualifications should be provided for all vocational training and industry work to equip prisoners to find employment on their release. (3.13) | Accepted | <p>Business planning for the forthcoming year has factored in methods to ensure qualifications are embedded in industry.</p> <p>Instructors are completing formal teaching qualifications with Weston College. The cycling workshop will be rolling out a qualification in cycle maintenance, while N-ergy will deliver Performing Manufacturing Operations (PMO) in the waste management workshop, and instructors in the laundry and other workshops will deliver modules of the AIM qualification, including manual handling and health and safety. Plans are being developed to locally award certificates of recognition to all in industries who improve their attitudes, thinking and behaviour with regards to the Personal and Social Development (PSD) elements of industries, as well as the more practical elements.</p> | Head of Reducing Reoffending | March 2018    |
| 5.47 | The standard of teaching and learning in education and vocational training should be maintained and raised   | Accepted | HMP/YOI Portland will ensure:  | Head of Reducing Reoffending | December 2017 |

|      |  |          |  |                              |               |
|------|--|----------|--|------------------------------|---------------|
|      | further to ensure that all prisoners continue to make good progress throughout their learning and achieve their learning aim. (3.17) |          | <ul style="list-style-type: none"> <li>The standard and quality of teaching is maintained. Ofsted recognised Teaching and Learning, as well as the OLASS delivery, as a level 2 (good), and since the inspection all teachers are now rated as good or outstanding. Regular walk-throughs and observations, as well as the Weston quality system, are designed to ensure that these levels are maintained and improved.</li> <li>Standards are reviewed through the QIP at the QIG meetings. This is reviewed in both the establishment and the Weston College QIP, to ensure consistency and rigour.</li> </ul> |                              |               |
| 5.48 | Individual learning plans should include personalised and challenging targets to help prisoners make better progress. (3.18)         | Accepted | <p>ILPs will be included on the QIP and will be monitored and reviewed by the QIG.</p> <p>HMP Portland will also develop relationships between the Reducing Reoffending unit and OMU, through OMU involvement in the induction process, and OMU branding on the ILP packaging. Further improvement will be made to the induction and allocation processes where the learning plans will be tailored to individual need.</p>  | Head of Reducing Reoffending | March 2018    |
| 5.49 | Prison managers should ensure that all prisoners arrive on time at their allocated activity to reinforce a work ethic. (3.23)        | Accepted | <p>All staff encourage prisoners to take part in activity and reasons for non-attendance are sought and recorded on Prison NOMIS. A list of non-attendees is e-mailed to residential staff on a daily basis and incidents of non-attendance will be considered under the IEP scheme.</p> <p>Teachers and instructors will also ensure that learners enter workshops and classroom in a timely manner. This is monitored through QIP and weekly activity attendance meetings.</p>   | Head of Residence            | December 2017 |
| 5.50 | Prisoners' achievements in English functional skills at level 2 should be improved. (3.27)   | Accepted | Following feedback from Weston College at August's Governance Meeting, achievements in English Level 2 have improved and our expectation is that these will continue to improve. This will be monitored through Governance Meetings on a monthly basis until a satisfactory standard has been achieved and maintained. Weston College are in agreement with and fully support this monitoring process.   | Head of Reducing Reoffending | December 2017 |

|      |  |                    |  |                              |            |
|------|--|--------------------|--|------------------------------|------------|
| 5.51 | All prisoners should have the opportunity for and be encouraged to gain qualifications in the industry workshops. (3.28) | Partially Accepted | <p>Funding to a degree naturally limits the scope of qualifications HMP/YOI Portland would ideally choose to offer in industry workshops. However the curriculum for the current academic year has significantly been expanded, in areas which include:</p> <ul style="list-style-type: none"> <li>• Forklift Truck delivery will now be supported by Weston College, with hope that this will at least treble the number of qualifications being delivered.</li> <li>• BICs has been requested also in terms of Weston support and the prison aims to significantly increase the number of learners to whom this course is available.</li> <li>• Railtrack will continue to be delivered at HMP/YOI Portland.</li> <li>• The offset model will be used for bikes and gardens, with instructors delivering courses.</li> <li>• All instructors have completed or are completing teaching qualifications with Weston College, which will further enhance their commitment to and understanding of the importance of delivery of qualifications in the workshops.</li> </ul> | Head of Reducing Reoffending | March 2018 |
| 5.52 | Prisoners should be offered a peer-led reading initiative. (3.31)  | Accepted           | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• The Reading Ahead initiative is offered (which invites participants to pick six reads and record, rate and review them in a diary, and which recognises achievements through certificates)</li> <li>• Peer mentors to be used to support reading.</li> <li>• Peer led reading groups will be introduced on the wings and library mentors to have groups in the library</li> <li>• A new intervention will be produced for prisoners to develop and write a prisoner led magazine</li> <li>• A system will be developed in the library to involve peer led groups to write, illustrate and record original stories for their children</li> </ul>  | Head of Reducing Reoffending | March 2018 |
| 5.53 | The library should control its stock effectively to reduce the amount of loss. (3.32)                                    | Accepted           | <p>HMP/YOI Portland will introduction a fines system. In consultation with other establishments, it is evident that in the past such systems have been difficult to impose, but compacts</p>   | Head of Reducing Reoffending | March 2018 |

|      |   |                    |  |  |            |
|------|---|--------------------|--|--|------------|
|      |   |                    | are under development by the new provided, and the new SLA with Weston College introduces the need to monitor usage and to base continued borrowing on the return of items. It is hoped that, in monitoring and applying systems effectively and consistently, the prison will be able to minimise the need to impose fines.   |  |            |
| 5.54 | All prisoners should be able to access the library as scheduled. (3.33)   | Partially Accepted | <p>A Service Level Agreement (SLA) has been developed to focus on attendance. This will be monitored through the QIP and the activity attendance meeting. Weston and the establishment are developing plans to ensure that materials are made available through other methods, but in terms of library footfall, this will remain dependent on and affected by the regime of the day.</p> <p>The prison has developed and agreed a new Regime Management Plan that maximises its staff resource to deliver the fullest possible regime. Through this HMP/YOI Portland remain committed to maximising prisoner attendance at the Library.</p> | Head of Residence/<br>Head of Reducing Reoffending | March 2018 |
|      | <b>Physical education and healthy living</b>  |                    |  |  |            |
| 5.55 | PE staff should routinely collect and analyse data on use of the PE facilities to identify the prisoners using them and ensure equality of access. (3.38)   | Accepted           | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• A PE survey to be completed quarterly</li> <li>• Returns will be analysed and promptly addressed where appropriate, with regular reviews taking place in order to ensure services are fit for purpose.</li> </ul>  | Head of Reducing Reoffending                       | March 2018 |
|      | <b>Offender management and planning</b>   |                    |  |  |            |
| 5.56 | All offender supervisors should have effective, regular and meaningful contact with their prisoners, focused on supporting them to meet sentence planning targets and reduce the risk of harm and reoffending. (4.11, repeated recommendation 4.21) | Accepted           | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• The frequency of contact will be assessed at sentence planning and be linked to need and risk factors</li> <li>• The development of an Early Days in Custody Offender Supervisor role at the point of entry to HMP/YOI Portland to deal with immediate concerns and risks</li> </ul>   | Head of OMU  | March 2018 |

|      |  |          |  |             |               |
|------|--|----------|--|-------------|---------------|
|      |  |          | <ul style="list-style-type: none"> <li>• Where there are any changes to the offender's dynamic risk the frequency of contact will be reviewed.</li> <li>• The Early Days in Custody Offender Supervisor will be conducting a diagnostic interview with every offender outside of the 12 week Resettlement window.</li> <li>• The Senior Probation Officer will discuss the frequency of contact between the offender and the offender during supervision.</li> </ul>   |             |               |
| 5.57 | All offender supervisors should have effective supervision, training and support to ensure that they can meet the offender management needs of prisoners. (4.12, repeated recommendation 4.22) | Accepted | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• Managers are co-located in the OMU to provide first hand support for Offender Supervisors.</li> <li>• Bilateral meetings, with line managers, are introduced for Offender Supervisors.</li> <li>• Team meetings share points of concerns and good practice.</li> <li>• The Senior Probation Officer leads on training delivery for Offender Supervisors which will be highlighted in supervision.</li> <li>• Joint training opportunities with the Police and Probation Service are identified.</li> </ul>   | Head of OMU | March 2018    |
| 5.58 | Pre-release checks of prisoners should incorporate an accurate review of their risk. (4.13)  | Accepted | <p>HMP/YOI Portland will develop a short term public protection team to conduct a full review of risk management processes which will be tested and embedded into OMU polices.</p> <ul style="list-style-type: none"> <li>• All HDC cases released will undergo a full assessment of risk.</li> <li>• All High Risk cases of concern will have Risk Management Plans reviewed during the interdepartmental risk management team meeting.</li> <li>• Discharge arrangements for MAPPAs will be monitored by the Public Protection team.</li> <li>• All offenders will be seen 12 weeks prior to discharge by Catch 22 which will review the resettlement plan, which is entered on NOMIS and sent to the Offender Supervisor. The Senior Probation Officer will also be managing this via supervision.</li> </ul> | Head of OMU | December 2017 |

|      |  |          |  |   |               |
|------|--|----------|--|---|---------------|
| 5.59 | Home detention curfew decisions should be timely, and HDC releases should be as close to the prisoner's eligibility date as possible. (4.14) | Accepted | <p>National reporting has been instigated by the HDC taskforce with the Governor being sighted on the weekly return. The Head of OMU has to provide assurance to region through individual reporting and the National Assurance Process.</p> <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Develop a fast track process for HDC.</li> <li>• Introduce a triage system at the 14 week point whereby the Offender Supervisor completes the assessment to decide if a full assessment is required. Each Offender will have an enhanced assessment conducted by the Head of OMU.</li> <li>• Develop for residential staff an exemplar for contributions for the HDC submissions.</li> <li>• Make improvements in the quality of reporting</li> <li>• Develop a weekly monitoring and assurance process to ensure resources are prioritised</li> <li>• Improve timeliness of information collation</li> </ul> <p>A Central clearing process for HDC contributions has been set up to streamline the service.</p> | Head of OMU   | December 2017 |
| 5.60 | Release on temporary licence should be used to support resettlement for relevant prisoners, subject to appropriate risk assessment. (4.15)   | Accepted | <p>There have been major improvements in ROTL in recent years, particularly in the management of higher risk offenders but there have been unintended consequences for lower risk offenders. MoJ Bail, Sentencing and Release Policy Unit want to work with governors and ROTL providers so that governors are able to tailor their ROTL regime to the circumstances of each offender and the ROTL opportunities available within a robust risk assessment framework.</p> <p>HMP/YOI Portland will promote existing ROTL opportunities and link these to the Rehabilitative Culture project.</p> <p>ROTL will be encouraged by the Early Days in Custody Offender Supervisor and by the Offender Supervisor during meetings.</p>   | MoJ Bail, Sentencing and Release Policy Unit/ Head of OMU | December 2017 |
| 5.61 | The interdepartmental risk management team should discuss in detail all prisoners covered by multi-agency public protection                  | Accepted | <p>HMP/YOI Portland will ensure:</p> <ul style="list-style-type: none"> <li>• A review of the Terms of Reference (TOR) and agenda to the interdepartmental risk management</li> </ul>  | Head of OMU   | December 2017 |

|      |  |                    |  |                         |               |
|------|--|--------------------|--|-------------------------|---------------|
|      | arrangements (MAPPAs) due for release to ensure that their release arrangements are as robust and safe as possible. (4.19) |                    | <p>team (IRMT) will take place and input from the new public protection team will be sought.</p> <ul style="list-style-type: none"> <li>• There is improved multi-disciplinary attendance. Attendance from HCC, Integrated Substance Misuse Service (ISMS), Chaplaincy, and the Security Department will be managed by the Public Protection team.</li> <li>• Risk Management Plans for the relevant MAPPAs categorised offenders are reviewed as part of the IRMT meeting.</li> <li>• The Offender Supervisor provides the Offender Manager of any updates.</li> <li>• The Public Protection Team create a database to track and manage the process.</li> </ul>   |                         |               |
| 5.62 | All categorisation reviews should be timely. (4.22)  | Accepted           | <p>HMP/YOI Portland will:</p> <ul style="list-style-type: none"> <li>• Introduce a fast track re-categorisation tool.</li> </ul> <p>The Fast Track recategorisation tool, as an example, will focus Offender Supervisors to provide consistent relevant information in order for Managers to triage decisions based on merit. Any borderline cases can be referred for a full assessment and any progression or regression recommendations will be countersigned by at least Deputy Governor level. All appeals will be answered by Head of OMU who will review the original decision.</p> <ul style="list-style-type: none"> <li>• This will be reviewed at the performance and assurance meeting and be included on the OMU performance board</li> </ul> | Head of OMU             | December 2017 |
|      | <b>Reintegration planning</b>  |                    |  |                         |               |
| 5.63 | All prisoners should be discharged into secure accommodation. (4.28)   | Partially Accepted | <p>HMPPS expect Community Rehabilitation Companies (CRCs) to work closely with local partners to help offenders find accommodation and assist them to maintain their accommodation as part of a package of support tailored to meet their individual needs. HMPPS are working closely with other Government departments to ensure this happens.</p> <p>HMPPS are also introducing enhanced measures of resettlement which include the recording of employment and</p>  | Community Interventions | Ongoing       |

|      |   |                    |  |                                 |               |
|------|---|--------------------|--|---------------------------------|---------------|
|      |   |                    | <p>accommodation at the start and end of the sentence and at the end of the licence supervision period for any offender. HMPPS aim to include this in future publications, for both CRCs and the National Probation Service, once data collection has bedded in.</p> <p>HMPPS have agreed changes to CRC contracts to reflect more accurately the fixed costs of delivering services to offenders, and this will enable providers to focus on the delivery of core operational services. HMPPS are doing further work to consider improvements that can be made to the delivery of those services.</p> <p>The lack of accommodation that external housing providers can obtain is beyond HMP Portland's control, however, Catch 22 has a weekly slot on the Weston College induction programme, where all resettlement issues are signposted and addressed with all new receptions. This includes housing and ensures that prisoners are aware of and able to contact the appropriate resettlement pathway staff at need.</p> <p>Recommendations and Risk Assessments will also be monitored with the Offender Manager until the day a prisoner is released.</p> | Head of Reducing Reoffending    | Complete      |
| 5.64 | The number of CfBT advisers should be increased to ensure that all prisoners receive careers support at induction and throughout their time at Portland. (4.32) | Accepted           | A further advisor has been recruited and is in post.   | Head of Reducing Reoffending    | Complete      |
| 5.65 | All prisoners and visitors should be able to take part in the full visits session. (4.50, repeated recommendation 4.50)   | Accepted           | <p>A review of the current visit arrangements will be conducted as part of the re-profiling exercise.</p> <p>Visits will be prioritised to ensure visitors are able to access a full visit. Work has been carried out to ensure that the regime in the afternoon can start on time and the Orderly Officers are aware that visitors need to be admitted into visits on time. A review of the profiling of staffing levels will have a positive impact on regime.</p>   | Head of Security and Operations | March 2018    |
| 5.66 | The prison should ensure that the offending behaviour needs of  | Partially Accepted | In year analysis of the population suggests significant offending behaviour concern with domestic violence. Commissioners have requested further analysis to inform  | HMPPS Custodial                 | December 2017 |

|  |  |  |   |                                       |  |
|--|--|--|---|---------------------------------------|--|
|  | <p>prisoners are addressed. (4.42, repeated recommendation 4.56)</p> |  | <p>discussions pertaining to the 2018/19 delivery year which will take account of evidence of demand for appropriate programme investments at HMP/YOI Portland. This will form one element of a wider strategic review of commissioned offending programmes throughout the South West estate, taking into account the new generation of programmes currently being introduced and any impact of re-configuration on treatment options.</p> <p>An Early Days in Custody Offender Supervisor will be introduced to assess and prioritise risk and need to ensure OASys and interventions are delivered in a timely fashion. Early Days in Custody will provide each offender interviewed with an indicative sentence plan.</p> <p>The OMU Department has provided the Programmes team with OASys data for their business case submission for Building Better Relationships (BBR) to be commissioned at HMP/YOI Portland.</p> <p>An extra resource business cases for assistance with the OASys backlog is to be submitted. In the interim Payment Plus is being offered for Offender Supervisors to complete OASys reports.</p> | <p>Commissioning/<br/>Head of OMU</p> |  |
|--|--|--|---|---------------------------------------|--|

| <b>Recommendations</b>                           |           |
|--|-----------|
| Accepted   | 55        |
| Accepted Subject to Resources/Partially Accepted | 11        |
| Rejected   | 0         |
| <b>Total</b>                                     | <b>66</b> |