



HM Prison &
Probation Service

Action Plan: HMP The Verne

Action Plan Submitted: 30 June 2020

A Response to the HMIP Inspection: 10-21 February 2020

Report Published: 03 June 2020

Actions against target dates are likely to be delayed due to COVID-19 disruptions to service delivery.

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions and effectiveness of the work of probation, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measureable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

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ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP The Verne

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concern and recommendations				
5.1	Key concern (S37): Many aspects of the health service were stretched and under-resourced to meet the needs of an ageing population with increasing and complex health issues. This had resulted in excessive waiting times to see the podiatrist and the optician, with the longest wait for these services at over 20 weeks. At the time of the inspection, 97 patients were waiting for dental treatment, with the longest wait over 22 weeks. It had taken too long for commissioners to carry out a health needs	Agreed	<p>The current Health Needs Assessment (HNA) commenced in January 2020 following a comprehensive procurement process, which has now been temporarily 'paused' due to COVID 19. The pause, has allowed the Commissioners to negotiate additional work to be carried out as part of the HNA to address the impact of COVID 19 on the prison population, and to include recommendations for the future. This work has now recommenced with the report due by August 2020.</p> <p>Local Quality Delivery Boards (LQDB) and quarterly Partnership Boards (PB) are in place to ensure appropriate levels of support and an avenue of escalation to Commissioners if required. The two boards will review wait times for services and clinics to ensure the service is comparable with the community and meets the needs of the population. The impact of COVID-19 on wait times will also fully assessed and discussed as part of recovery phase.</p> <p>The Healthcare Provider has received the full contract value to reflect the need to increase service delivery as the population requires. We will continue to work proactively to ensure that commissioners work alongside healthcare providers and HMPPS, to find both short term and long-term solutions to meet the needs of the prison population.</p>	<p>HMPPS/NHSE</p> <p>HMPPS/NHSE</p>	<p>August 2020</p> <p>Ongoing</p>

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	<p>assessment to reflect the needs of the population. (Directed to: HMPPS and NHS England)</p> <p>Recommendation: Health service provision should reflect the needs of the population, and be resourced sufficiently to ensure community-equivalent access to podiatry, optician and dental services.</p>		<p>The HNA will ensure that HMP The Verne is sufficiently resourced so the population will have community-equivalent access to podiatry, optician and dental services.</p>	Governor	December 2020
5.2	<p>Key concern (S38): There was a growing need for hospital appointments and too many were delayed or rescheduled. There were four escort sessions each weekday, between 9–11am and 2–3pm, but appointments outside of these times could not be facilitated, which was too restrictive. This was compounded by too many appointments being rescheduled through lack of available</p>	Agreed	<p>On completion of the HNA, the findings will be discussed with the commissioner and NHSE, and the need for any increased resourcing considered.</p> <p>To help reduce the requirement to provide external escorts, a license has been purchased for the use of the telemedicine system, in addition to this the 'Invisionable' system has also been introduced as part of the task and finish group. Both systems will allow for consultations to take place with external health consultants. Neither system will replace the need for external escorts where it is essential for a face to face appointment.</p> <p>Escorts will be a standing agenda item in the monthly LQDB and quarterly PB meetings, between the Governor and the NHS provider. Reasons for cancellations, or the requirement for any increased provision due to the aging population will be discussed, and alternatives explored such as the increased use of the telemedicine system, to ensure timely access to health services. Where increased provision is</p>	<p>HMPPS/NHSE</p> <p>Governor</p> <p>Governor</p>	<p>August 2020</p> <p>October 2020</p> <p>October 2020</p>

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	<p>escort staff or hospital cancellations, leading to approximately 23% of all external appointments over the previous six months being delayed. Consequently, some patients waited too long for important appointments, with potentially serious implications for their health. (Directed to: HMPPS and NHS England)</p> <p>Recommendation: Patients should be able to attend their hospital appointments in a timely fashion.</p>		<p>identified, this will be escalated to commissioners and the Prison Group Director.</p>		
5.3	<p>Key concern (S39): The oversight and systems to monitor treatment for patients with mental health problems were inadequate. It was not clear how it would be determined who would see which patients, and when. The risk was</p>	Agreed	<p>The HNA will determine what treatment options, including specialised services, need delivering to meet the needs of the population. Care UK have already streamlined and reduced the amount of different waiting lists to access mental health services. In line with national guidelines of the stepped model of care, primary and secondary care caseloads will also be shared between two Registered Mental Health Nurses (RMN's), with this work being completed by the Mental Health Clinical Lead in July 2020.</p> <p>Caseloads and waiting lists will be managed and quality assured weekly by the healthcare manager, to ensure prisoners are assessed and seen</p>	<p>Governor/Care UK</p> <p>Care UK</p>	<p>July 2020</p> <p>July 2020</p>

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<p>further compounded by the lack of permanent staff, which led to inconsistent outcomes for patients and limited treatment options. There was no learning disabilities or specialist dementia support for the ageing population, despite an identified need. (Directed to: the governor)</p> <p>Recommendation: Prisoners should have access to a well-organised mental health service that is fully resourced to offer an appropriate range of treatment options, including specialist services, to meet the needs of the population, including specialist services.</p>		<p>in a timely manner. Any identified issues can then be addressed immediately, and if not raised in the monthly/quarterly partnership board meetings and escalated as necessary.</p> <p>All prisoners identified and assessed as having mental health concerns/issues will be allocated a healthcare worker, and have a care plan. These are stored on a separate care plan template, separately to their care records, making them easily identifiable.</p>	<p>Care UK</p>	<p>March 2021</p>
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5.4	<p>Key concern (S40): Prison managers did not offer a curriculum that met the needs of the prison population. This prevented some prisoners from participating in education, skills and work. (Directed to: the governor)</p> <p>Recommendation: The curriculum should be regularly reviewed, to ensure that the needs of the population are met.</p>	Agreed	<p>HMP The Verne will conduct a full and accurate review of the curriculum to ensure it meets the needs of the current population.</p> <p>Data will be gathered and analysed regarding prisoner need, enabling the curriculum to be reviewed by the Learning and Skills Manager before reopening following COVID-19 restrictions, and annually thereafter in line with commercial guidance. The review process will also include prisoner's feedback and learner voice reports.</p>	Governor	December 2020
5.5	<p>Key concern (S41): Staff did not use relevant information about prisoners' previous education and work experience, their aspirations and length of stay to inform achievable personal learning plans. In addition, they did not assess prisoners for any additional learning support. This meant that support was not provided to those who had</p>	Agreed	<p>HMP Verne will undertake and complete an annual needs analysis to inform and support the curriculum planning, to ensure the needs of the whole population are met.</p> <p>Identification of need and support will be achieved by:</p> <ul style="list-style-type: none"> • The PEF provider will assess all prisoners during induction, where any additional learning requirements are identified, this will allow for any appropriate support to be offered. • Information Advice and Guidance (IAG) interviews will create Individual Learning Plans (ILP's). Additionally, initial assessments and the induction Labour Board form process, which includes past work experience, qualifications and aspirations of individuals will be utilised when allocating to activities and courses. The ILPs will have realistic targets and review dates and made with a view to planning for release. 	Governor	December 2020

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	<p>additional learning needs. (Directed to: the governor)</p> <p>Recommendation: Analysis of need should ensure that additional learning requirements are identified and appropriate support is offered.</p>		<ul style="list-style-type: none"> Ensuring that ILP's align with the sentence plan, they will be shared with the relevant Prison Offender Manager (POM) to confirm that the plan meets public protection and risk reduction conditions. 		
5.6	<p>Key concern (S42): There was a lack of information sharing between the careers service and the prison. This resulted in prison managers not having accurate data on prisoners' needs, which prevented them from evaluating the impact of the curriculum on education, skills and work. (Directed to: the governor)</p> <p>Recommendation: Information should be shared appropriately between the careers service and the prison, and the curriculum</p>	Agreed	<p>HMP The Verne serves the wider service as a national allocation resource, building up the local prisoner population has taken time and reliable and ready data has only recently become available for many aspects of local service delivery.</p> <p>The Information, Advice and Guidance provision will ensure appropriate information sharing between the Careers Service and the prison. The curriculum will be evaluated for its effectiveness by the Quality Improvement Group and Reducing Reoffending Meeting, and the annual Needs Analysis (see 5.4).</p>	Governor	March 2021

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	evaluated to ensure its effectiveness.				
5.7	<p>Key concern (S43): The OMU had less than half the permanent probation officer resource it should have had to deliver the OMiC model effectively. Interim measures to deal with this shortfall had been working fairly well, but a lot of contact between POMs and prisoners was based on processes that needed to be completed rather than work to address offending behaviour. This, and the projected increases in work in areas such as parole hearings, meant that a full complement of permanent probation officers was needed to ensure that the OMU remained effective. (Directed to: HMPPS)</p> <p>Recommendation: The offender management</p>	Agreed	<p>Close liaison continues with Senior Probation Manager colleagues via the monthly Local Implementation Boards (LIB), to improve the FTE of Probation POM's, which currently stands at 4.2. The LIB meeting will continue to monitor the supply of establishment based Probation Officers, until the target of 7 FTE Probation POM's is achieved.</p> <p>To deliver the Offender Management in Custody (OMiC) model effectively, an additional Full Time Equivalent (FTE) probation POM will be deployed to the prison from July 2020, bringing the compliment to 5.2 FTE.</p> <p>The Offender Management (OM) Hub probation POMs continue to be available, and hold 200 high risk cases to help mitigate the staffing shortfall.</p> <p>The aim is to reduce reliance on the Hub as permanent probation officers are deployed into The Verne, and gradually reduce the temporary prison POMS from three to nil. Once this is progressed, the establishment will be able to move toward addressing offender behaviour work over and above preparing prisoners for programmes.</p>	HMPPS	August 2021

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	unit should have the full complement of permanent probation officer prison offender managers needed to deliver the offender management in custody model effectively.				
5.8	<p>Key concern (S44): Most prisoners had an assessment of risk and need, but over a quarter had not been reviewed in the previous year, including 11% which had not been reviewed in line with Her Majesty's Prison and Probation Service requirements. This compromised the prison's ability to provide these prisoners with the appropriate interventions to reduce their risk and progress through their sentence. (Directed to: the governor)</p> <p>Recommendation: All prisoners should have an up-to-date</p>	Agreed	<p>At HMP The Verne the OM Hub will introduce a system whereby Case Administrators generate the review of OASys reports, and allocate to the responsible POM.</p> <p>This will allow POM's Line Managers to monitor progress using Offender Assessment System (OASys) reports each month, and remedial action will then be taken to ensure targets are met based on this system of consistent review and monitoring. All assessments and reviews will be carried out in line HMPPS policy requirements, which will depend upon the type and length of sentence of the prisoner, in line with the OMiC Model supported by offender flows and the reconfiguration of the estate.</p> <p>Outstanding assessments and reviews will be monitored through the weekly Interdepartmental Risk Management Team (IRMT) meeting.</p>	Governor	August 2020

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	assessment of risk and need.				
5.9	<p>Key concern (S45): There were some weaknesses in how decisions about public protection restrictions on prisoners were applied in the prison. It was not clear that all staff understood their role in ensuring public protection. Outgoing post was not routinely and consistently checked against lists of people that prisoners could not have contact with, and we found one prisoner displaying photographs that they should not have had, without any challenge from staff. (Directed to: the governor)</p> <p>Recommendation: Public protection decisions made for each prisoner should be understood by all staff</p>	Agreed	<p>HMP The Verne will ensure that all Public Protection decisions made by the OM Hub concerning prisoners will be shared with all relevant parties and stakeholders.</p> <p>All updated information and decisions will have accompanying instructions for managing these decisions, and any processes that fall within, which will be fully explained to all relevant areas of the establishment. Further notices surrounding these processes will be re-distributed, to ensure staffs continued understanding of what is expected.</p> <p>Bi-Monthly assurance checks will be developed by the OM Hub, these assurance checks will be conducted by either the OM Head of Services, Custodial Manager or Hub Manager, and any deficiencies reported in writing to the Functional Head of the area who owns the process. The security department will conduct weekly checks of mail and phone monitoring, to ensure quality and compliance. Any identified issues will be raised and addressed with the staff carrying out these tasks, and shared with the public protection team as necessary.</p> <p>All deficiencies will receive a monthly follow up check for a 3-month period to ensure full compliance is achieved. All records of the assurance checks will be stored electronically by the OMU department, to track for trends and provide audit compliance.</p> <p>A review of the resources for Public Protection arrangements will be undertaken, to ensure there are sufficient staffing levels to make decisions promptly.</p>	Governor	November 2020
				Governor	October 2020

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	and rigorously adhered to.				
5.10	<p>Key concern (S46): The prison was not resourced to provide resettlement services but had done so in a small number of cases, and more prisoners were expected to be released in 2020. There were no specialist services for accommodation or finance and benefits advice, and as the establishment accepted prisoners from anywhere in England and Wales, some would be released to locations a long way from the prison. (Directed to: HMPPS)</p> <p>Recommendation: The prison should have the resettlement services it needs to prepare prisoners for release.</p>	Agreed	<p>HMP The Verne projected 35 prisoners would be due for release in 2020 and plans were implemented to begin a bespoke resettlement package to support this cohort at the time of the inspection.</p> <p>Work is now underway to resource this package and the Governor will look to redistribute departmental resources to ensure resettlement work is carried out on a more substantive basis, and has a concrete footing with the establishments reducing reoffending strategy.</p> <p>Prisoners are identified eight months in advance, and referred to the IRMT meeting to establish risk management arrangements for those due to be released. A decision is made about their Multi Agency Public Protection Arrangements (MAPPA) management level, to inform POMs' discussions with Community Offender Managers (COM) so release plans can be made. The IRMT will retain oversight of these prisoners, reviewing the arrangements made for their release. POMs will provide suitable levels of resettlement support and engage with COM's to ensure that suitable release plans are in place. Further engagement will take place with resettlement services provided by the Shaw Trust GF03 Project, to support and prepare prisoners for release into the community.</p>	HMPPS/Governor	October 2020

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	General recommendations				
5.11	General recommendation (1.17): The proportion of adjudications dismissed or not proceeded with should be examined, and the number reduced over time. (Directed to: the governor)	Agreed	<p>HMP The Verne will ensure that Care and Separation Unit (CSU) staff gate keep adjudications, so only those considered appropriate go forward, and others are dealt with via the Incentive Policies Framework.</p> <p>The Head of Safer Communities will oversee the process, to ensure that adjudications are relevant and timely via weekly reviews in the CSU, in conjunction with the unit Supervising Officer.</p> <p>The adjudication standardisation meeting held quarterly will discuss dismissed or not proceeded with adjudications, including those for the Independent Adjudicator, along with the proportion of charges that could have been dealt with via the Incentives Policy Framework to determine if the levels are excessive, and any learning requirements for staff. The Deputy Governor will conduct a 10% monthly quality assurance of completed hearings.</p>	Governor	August 2020
5.12	General recommendation (2.13): Prisoners working in the kitchen should be able to attain vocational qualifications. (Directed to: the governor)	Agreed	At HMP The Verne Weston College will deliver a Level 2 Award in Food Safety in Catering to all prisoners working in the kitchen, which will be entered onto their individual learning and performance records.	Governor	September 2020
5.13	General recommendation (2.26): Equality monitoring should be carried out comprehensively and consistently across the range of protected characteristics, to enable	Agreed	At HMP The Verne the collection of monthly equality statistics covering all the protected characteristics will be reviewed to ensure it is comprehensive. This process will involve prisoner Equality Trustees, and together the establishment will work in partnership with the Group Equality Lead to ensure a consistent and sufficiently in-depth analysis takes place, that subsequently informs local decision making.	Governor	October 2020

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			directions (PGDs), these are now all signed by an authorising manager.		
5.16	General recommendation (4.6): The prison should provide visits facilities which are accessible, and which make adequate provision for families, and for all visitors who have travelled long distances. (Directed to: the governor)	Agreed	HMP The Verne in partnership with Barnardo's and the local Not for Profit Charity Expia will improve the welcome, information provision, refreshment service and feedback loop. The stairlift will be repaired however this maybe impacted by COVID 19 which will provide step free access to the visits hall.	Governor	October 2020
5.17	General recommendation (4.16): A comprehensive reducing reoffending strategy should be developed, supported by a detailed action plan which is monitored and updated regularly. (Directed to: the governor)	Agreed	A comprehensive Reducing Re-Offending strategy will be developed at The Verne to take into account the current and ongoing needs of the population, and a needs analysis will form an integral part of this work. The strategy will be supported by a detailed action plan, both of which will be reviewed every 6 months to ensure they are still relevant to meet the needs of the population.	Governor	August 2020
5.18	General recommendation (4.23): Prisoners should have prompt moves to category D prisons once they have been assessed as suitable for open conditions. (Directed to: HMPPS)	Partly Agreed	This recommendation is partly agreed, as progressive transfers of prisoners are subject to space in the appropriate part of the prison estate becoming available. The speed of transfers reflects this constraint. HMPPS shares the inspectorate's views about the important role Open Prisons play in testing and furthering an individual's rehabilitation, especially those who have spent many years in closed conditions. HMPPS acknowledges the importance of effective management of	HMPPS	Ongoing

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		<p>transfers to Open Prisons, to ensure individuals are held in prisons that match their security category and associated level of risk to the public. As a result, in September 2019 it was announced that HMP Haverigg will change function to become an open prison in early 2020. The establishment is now able to hold up to 458 category D men. This has provided some much-needed extra capacity in the adult male open estate – including for men convicted of sexual offences.</p> <p>Furthermore, HMPPS is currently in implementation planning for HMP Hollesley Bay in Suffolk to begin accepting MCOSO as part of their population. However, we will only proceed with introducing the new offender group when we are satisfied that this can be delivered safely without putting the public at risk. It is recognised that there is a growing number of MCOSO being sent to prison, invariably for longer sentences, which consequently has resulted in a growing number of men who present a low risk and who have been assessed as suitable to be held in open conditions. It is therefore necessary to respond to these shifts to ensure that prisoners are held in the most suitable conditions, which both protect the public and offer the correct rehabilitative environment.</p> <p>Whilst HMPPS continue to develop a strategy to manage the Category D/Open estate, The Verne has been developing close links with HMP Leyhill and has been able to move prisoners subject to Category D more quickly into available spaces. With the support of the Prison Group Director this arrangement will continue. Plans to increase accommodation at HMP Leyhill will also assist in this process once completed.</p>	Governor	Completed and ongoing
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Recommendations	
Agreed	17
Partly Agreed	1
Not Agreed	0
Total	18

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