



HM Prison &  
Probation Service

Action Plan: HMP/YOI Deerbolt

Action Plan Submitted 10<sup>th</sup> November 2021

A Response to the HMIP Inspection 21 June – 9 July 2021

Report Published 12<sup>th</sup> October 2021

## 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 <b>must</b> 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 <b>must</b> 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.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP/YOI DEERBOLT

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Key concerns and recommendations</b>				
6.1	<p>Key concern (1.38): There were few meaningful incentives to motivate positive behaviour for young adult prisoners. The regime offered few opportunities for those who engaged, and the incentives scheme was not applied equitably.</p> <p><b>Key recommendation: Managers should review the prison's approach to incentives in all aspects of prison life. Rewards and incentives that are meaningful to prisoners and which recognise and support</b></p>	Agreed	<p>HMP Deerbolt's Rewards and Progression Policy has been re-launched. It will be a standard monthly agenda item for discussion in the prison consultative committee.</p> <p>Feedback from the prisoner forums will be used to review the local policy on a 6-monthly basis, to ensure the incentives, rewards and progression opportunities are meaningful for prisoners who engage with the regime and behave well.</p>	Governor	January 2022



	<b>those who engage with the regime and behave well should be introduced. (To the governor)</b>				
6.2	<p>Key concern (1.39): Processes to manage victims and perpetrators of violence (challenge, support and intervention plans) were in disarray. Only serious incidents of violence were investigated. Subsequent plans to manage victim and perpetrators lacked detail, wing staff were unsure of who was subject to monitoring and why, and there was no managerial oversight of the process, including reviews. As a result, some prisoners were locked up for several weeks without meaningful human contact, welfare checks or any indication as to when the restrictions would end. There was no system to resolve conflicts between prisoners swiftly, which meant that the default response was to keep</p>	Agreed	<p>A governance review has taken place to ensure strategic oversight of violence management, incident reporting and conflict resolution. This has resulted in the development of clear policy and processes to manage victims and perpetrators of violence.</p> <p>A senior manager will review a minimum of 10% of all Challenge Support and Intervention Plan (CSIP) documents each month to ensure they are relevant to the individual. The senior manager will provide coaching/developmental feedback to residential case managers to drive the quality of interventions.</p> <p>All incidents of violence will be reported on the daily stability report, which will be reviewed by a senior manager to ensure a referral has taken place for a CSIP to be developed for those involved. The senior manager will record any defensible decisions to not refer, and these will be reviewed at the Safety Intervention Meeting (SIM).</p> <p>All prisoners on CSIP's or other support plans will have their cases monitored and overseen by the weekly multi-disciplinary SIM which will be chaired by a senior manager.</p> <p>A new training module of Safety Support Skills in violence, will be delivered to all operational staff to develop understanding of violence, it's causes and CSIP's.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>January 2022</p> <p>Completed</p> <p>Completed</p> <p>October 2022</p>



	<p>prisoners apart, rather than help them resolve their issues.</p> <p><b>Key recommendation: Oversight of violence reduction measures should make sure that all incidents of violence are investigated swiftly, and that victims and perpetrators are challenged and supported appropriately. (To the governor)</b></p>				
6.3	<p>Key concern (1.40): Despite improvements in governance procedures, the shortfalls we found in relation to the use of force were not always identified adequately by the prison as poor practice and were not always referred subsequently to the governor for further investigation. Some footage of incidents from body-worn cameras was not</p>	Agreed	<p>All incidents of use of force will be viewed by a senior manager within 24 hours of an application of force and recorded on the Duty Governor's daily report. Any concerns of application, poor practice or learning will be referred to the Deputy Governor for review.</p> <p>A use of force committee, chaired by the Deputy Governor (or the Head of Safety in his absence) and consisting of a Use of Force advisor, will review a minimum of 10% of all use of force applications monthly as well as any referred from the 24-hour review. The committee will identify development and learning and commissioning formal investigations when required.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p>



	<p>locatable and not all prisoners were debriefed following the use of force against them, so did not have an opportunity to discuss what had happened. Special accommodation had been used six times in the last six months, and prison records did not demonstrate that there had been adequate justification or that it had been used as a last resort.</p> <p><b>Key recommendation: Use of force and use of special accommodation should be more accountable with concerning incidents promptly and properly investigated and opportunities for learning and improvement usefully exploited. (To the governor)</b></p>		<p>A nominated supervisor and deputy will be identified to ensure that every prisoner is debriefed following a use of force upon them.</p> <p>The use of special accommodation will be reviewed by the Safety Manager immediately after any use is authorised ensuring defensible decisions are appropriately recorded. The justification and alternatives considered will be peer reviewed at the Segregation Monitoring and Review Group meeting which will be chaired by the Head of Safety.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2021</p> <p>Completed</p>
6.4	Key concern (1.41): The segregation unit was bleak. Cells, showers	Partly Agreed	This recommendation is partly agreed as resurfacing of the exercise yard has been delayed due to COVID/contractor issues,		



<p>and exercise yards were in poor condition, and there was no in-cell electricity. Apart from a basic regime entitlement of a daily shower, telephone call and half an hour's outdoor exercise, there was little to engage, stimulate or encourage positive behaviour. Multi-unlock staffing levels were routine, without documented authority or daily reviews to check if they remained appropriate.</p> <p><b>Key recommendation: The purpose of segregation, and the regime and environment that support it, should be to prioritise meeting the specific needs of individuals, provide support to improve their behaviour and develop an approach that encourages and incentivises their re-engagement with the</b></p>		<p>and we are unable to confirm when this will take place. When complete, funding has been secured for outdoor exercise equipment to be installed.</p> <p>A segregation unit regime will be developed that facilitates reintegration planning, offender management and key worker interventions. The environment will be upgraded by introducing dedicated and equipped meeting spaces, reading spaces, study areas and interview areas to support these interventions and meaningful contact.</p> <p>Development of the physical environment of the segregation unit has taken place including painting of all cellular accommodation, refurbishment of the shower cubicles, installing a library and activity room, equipping a new keyworker interview room, and installing in-cell telephony points.</p> <p>Staff supervision documents will be introduced to provide guidance, record defensible decision making and monitoring of unlock staffing levels for those located in segregation.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>February 2022</p> <p>Completed</p> <p>December 2021</p>
---	--	--	---	--



	<b>prison regime. (To the governor)</b>				
6.5	<p>Key concern (1.42): The key work scheme was not functioning at the time of the inspection. This lack of regular meaningful interaction was of concern, given the potential impact of continuing restrictions on prisoners' well-being and progression.</p> <p><b>Key recommendation: Managers should make sure that every prisoner has regular contact with a key worker who can address their welfare needs and progression goals. (To the governor)</b></p>	Agreed	<p>The key worker scheme was suspended under the COVID-19 exceptional delivery model. It was relaunched in October 2021 and will be incrementally increased (as vacancies and sickness reduce) to every residential officer delivering one quality key work session for each prisoner per fortnight.</p> <p>Residential managers will undertake a monthly assurance check of at least 10% of prisoners' keyworker National Offender Management Information System (NOMIS) case notes from sessions on their wing each month. They will provide feedback to keyworkers to promote the quality of keywork sessions and develop the skills of the keyworker.</p>	<p>Governor</p> <p>Governor</p>	<p>March 2022</p> <p>December 2021</p>
6.6	<p>Key concern (1.43): Consultation arrangements were poor, and the resolution of issues was very slow. Prisoners had become</p>	Agreed	<p>Monthly wing-based consultation forums will be introduced as an addition to the prison consultative committee. The chair of the meeting will ensure that actions are answered within two weeks of each monthly meeting, and circulated to all representatives, to ensure sufficient value and importance is afforded to the consultative process.</p>	Governor	January 2022





	<p>disengaged from the consultative process as they felt that they were not taken seriously, and that the prison failed to act on the concerns they raised.</p> <p><b>Key recommendation: There should be ongoing, meaningful consultation with prisoners, with their issues and concerns addressed and resolved in an accountable way. (To the governor)</b></p>		<p>Issues of importance to prisoners that are raised in wing and prison consultation forums will be broadcast on the local WayOut TV channel to highlight the action taken by the prison in response to prisoner suggestions/concerns.</p>	Governor	January 2022
6.7	<p>Key concern (1.44): There had been no consultation with prisoners in protected groups, which undermined the DEMENT's effectiveness, and there was little work with prisoners to promote protected characteristic groups. Black and minority ethnic prisoners reported more negatively than their counterparts in our survey. There was little analysis of data relating</p>	Agreed	<p>Regular forums with prisoners identifying from protected groups will take place and be facilitated by a lead and supportive staff member, who will advocate for that group at the Diversity and Equality Management Team meeting.</p> <p>An identified equality lead will analyse lived experience feedback from protected group forums and monitor equality data relating to that protected group (including from Discrimination Incident Reporting Forms, NOMIS records, the Equality Monitoring Tool, local activity allocations, Segregation Monitoring and Review Group and Adjudications Standardisation meetings). This data will be used to prompt informed discussion at the Diversity and Equality Management Team and promote actions that addresses differences leading to a more equitable outcome.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2021</p> <p>February 2022</p>



	<p>to the treatment and experience of those with protected characteristics. Actions from the DENT meeting often took too long to resolve.</p> <p><b>Key recommendation:</b>  <b>There should be consultation with prisoners in protected groups, and detailed analysis of the data relating to the treatment and experience of these prisoners. This should be used to identify and address any differences in treatment leading to more equitable outcomes. (To the governor)</b></p>				
6.8	<p>Key concern (1.45): Prisoners needing a transfer to hospital under the Mental Health Act waited far too long for a bed.</p>	Partly Agreed	<p>NHS England and Improvement acknowledge that patients are not always transferred to hospital under the Mental Health Act within the expected 28 days, but this is due to the lack of capacity across the system. This is not something that Health and Justice Commissioners can influence.</p>		



	<p><b>Key recommendation: The local delivery board, in conjunction with NHS England and Improvement, should make sure that transfers to secure mental health inpatient units under the Mental Health Act take place within the national timescale of 28 days. (To the governor)</b></p>		<p>Systems are in place to monitor the referral process and waiting times with weekly case management meetings held across the North East to allocate beds according to acuity and need (this is for all referrals and not just those from the detained estate).</p> <p>Prison teams will ensure that local referrals for mental health inpatient provision are made on time and access is facilitated for NHS clinician assessment.</p>	Governor	Completed
6.9	<p>Key concern (1.46): Continuing integration of the work of Humankind with Spectrum physical health, clinical management and mental health teams, and the efficiency of joint care delivery were being hampered by lack of access to SystemOne, the inability to co-locate mental health and drug and alcohol recovery teams, and lost appointments due to regime and allocations challenges.</p>	Partly Agreed	<p>This recommendation is partly agreed as the facilities and room availability are insufficient to co-locate all healthcare partner teams centrally. It is beyond the prison's control to determine which electronic systems are used by health partner agencies.</p> <p>Accommodation use and IT provision will be prioritised to promote access and joint care delivery, through the networking of SystemOne into the new mental health offices and facilitating NHS secure tablets and laptops for DART providers.</p> <p>The Head of Residence and Humankind Manager will meet to discuss how they can work together to ensure that access to men is easier. Once a plan is agreed, the effectiveness of any introduced measures will be monitored through the monthly Local Healthcare Delivery Board.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2021</p> <p>December 2021</p>



	<b>Key recommendation: Challenges to the continuing integration of the work of Spectrum, Tees, Esk and Wear Valleys, and Humankind staff should be resolved by the local delivery board. (To the governor)</b>				
6.10	Key concern (1.47): Many prisoners spent up to 23 hours in their cells each day with too little to do. Progress to improve the poor regime had been slow. We were concerned about the impact on the well-being and progression of young prisoners, who had limited opportunities to talk to staff, socialise with peers or maintain their relationships with loved ones; were not kept physically or mentally active; and spent only 30 minutes	Agreed	A prison regime will be implemented that offers an average of 3.5 hours out of cell every day totalling 24 hours per 7-day week. It will be delivered through part time working for every prisoner alongside additional wing based social activities with peers, a minimum of two PE sessions per week and weekly access to the prison library. At the weekend there will be an hour's exercise and one wing-based activity session per day.	Governor	December 2021



	<p>each day in the fresh air.</p> <p><b>Key recommendation: Time out of cell and access to activity should be improved and increased. (To the governor)</b></p>				
6.11	<p>Key concern (1.48): At the time of the inspection, no prisoners could access group lessons, either on the wing or in classrooms. This hindered substantially the development of those prisoners who learnt best through direct teacher contact.</p> <p><b>Key recommendation: Leaders and managers should expand the learning offer by introducing wing- and classroom-based learning sessions as soon as is practically possible. They should provide prisoners with access to relevant</b></p>	Agreed	<p>The Information, Advice, and Guidance (IAG), and careers service will assess and identify appropriate learning activities for all prisoners. These will be offered through a variety of means including in-cell, wing, and classroom-based activities, and will be tracked through the Quality Improvement Group.</p> <p>Access to information technology, face to face resources and prison mentors will be reintroduced in activities to support learning.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2021</p> <p>March 2022</p>



	<b>information technology resources and enough mentoring support to help them progress. (To the governor)</b>				
6.12	<p>Key concern (1.49): Most prisoners had limited access to the telephone, with only 10 minutes allowed each day. There was no availability on some wings for prisoners to make telephone calls in the evenings, when their families were most accessible.</p> <p><b>Key recommendation: All prisoners should have access to the telephone at least once a day, for a duration and at a time that supports meaningful family contact. (To the governor)</b></p>	Agreed	<p>All residential accommodation will be fitted with in cell telephony to support prisoners making telephone calls at a time during the day that supports family contact.</p> <p>In the interim (until in cell telephony is available on all wings) every prisoner will be offered at least one evening opportunity per week to make telephone calls.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2022</p> <p>December 2021</p>
	<b>Recommendations</b>				



6.13	Recommendation (3.32): Professional telephone interpreters should be used where necessary, to support accurate and confidential communication. (To the governor)	Agreed	The use of the approved Ministry of Justice (MOJ) telephone interpreter contract will be promoted through the display of posters in the main areas where the service will be used (i.e. reception, healthcare, keyworker and Prion Offender Manager (POM) interview rooms) and at least once per quarter in the weekly HMP/YOI Deerbolt staff briefing.	Governor	Completed
6.14	Recommendation (3.82): Officers and health care staff should supervise the administration of medicines, to reduce the risk of bullying and diversion. (To the governor)	Agreed	The supervision of administration of medicines has been reviewed and guidance issued to healthcare staff and officers to reduce the risk of bullying and diversion during medication issue.	Governor	Completed
			There will be a supervising officer allocated to supervise one period of medication issue at each day, to ensure queues are appropriately staffed.	Governor	Completed
6.15	Recommendation (4.20): All prisoners should participate in an effective induction process that includes the comprehensive collection of their starting points. All staff should use this information to plan and review prisoners' participation in relevant	Agreed	An induction process will be introduced that is tailored to each individual arriving at HMP/YOI Deerbolt, identifying their support needs and plans participation in relevant education, skills and work. This information and plan will be shared with all relevant teams to enable the interventions and support to be provided and summary will be recorded on the prisoners NOMIS record.	Governor	February 2022
			The manager of the induction unit will undertake a minimum of 10% quality sampling of NOMIS records, to ensure that the full induction process has been completed.	Governor	February 2022



	education, skills or work that meets their needs fully. (To: the governor)				
6.16	Recommendation (4.21): Leaders and managers should introduce and implement suitable information, advice and guidance, and arrangements to make sure that all prisoners make informed and realistic career decisions. (To: the governor)	Agreed	<p>The delivery of a suitable IAG service will be commissioned and delivered through a Dynamic Purchasing Scheme (DPS) contract and their access to every prisoner will be enabled through the activities team, so that they can make informed and realistic career decisions.</p> <p>The quality and quantity of referrals delivered by the IAG service will be monitored by the local Quality Improvement Group, chaired monthly by the Head of Reducing Reoffending.</p>	Governor  Governor	February 2022  February 2022





<b>Recommendations</b>	
Agreed	13
Partly Agreed	3
Not Agreed	0
<b>Total</b>	<b>16</b>

