



HM Prison &  
Probation Service

Action Plan: HMP Erlestoke

Action Plan Submitted: 3<sup>rd</sup> December 2021.


A Response to the HMIP Inspection 16<sup>th</sup> – 27<sup>th</sup> August 2021.

Report Published: 7<sup>th</sup> December 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 provide 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 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, Measurable, 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.



Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

ESTABLISHMENT: HMP ERLESTOKE

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>				
7.1	<p>Key concern 1:45: The reception area was small with only one functioning holding room and no designated private space, limiting the ability to undertake safety assessments confidentially. First night and induction cells were in poor condition, dirty and ill-equipped. There was a limited induction with a lack of focus on prisoners' progression and rehabilitation. The regime during prisoners' early days was inadequate, with each receiving only 30 minutes a day out of their cell.</p> <p><b>Recommendation: Early days arrangements should be reviewed so that all aspects of prisoners' arrival to the</b></p>	Agreed	<p>HMP Erlestoke have identified a designated area in reception, which will allow privacy to be maintained as well as confidential safety assessments to take place.</p> <p>HMP Erlestoke have appointed a Clean and Decent Lead, currently until March 2022, who will be responsible for improving living conditions for prisoners both on arrival and throughout the rest of the prison. This role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term.</p> <p>HMP Erlestoke are developing an action plan to monitor and deliver meaningful outcomes for prisoners. Immediate actions that have been taken includes a painting programme to refresh individual cells, equipment checks to ensure each cell is properly equipped, ensuring all prisoners have access to appropriate levels of cleaning materials and a weekly inspection which is undertaken by the Head of Residential Services and other Senior Managers. Findings, and issues for escalation, will be discussed at the monthly HMIP Progress Meeting, chaired by the PGD.</p> <p>To further support ensuring each cell is properly equipped, HMP Erlestoke have successfully bid for funding to replenish in-cell furniture for which the outcomes will be realised by the end of this financial year.</p>	Governor	<p>March 2022</p> <p>Complete</p> <p>March 2022</p> <p>March 2022</p>

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<p><b>establishment are decent, fit for purpose and have a focus on progression and rehabilitation.</b> (To the governor)</p>	<p>The Induction process has been redesigned to ensure all prisoners have access to the full programme, irrespective of their date of arrival at HMP Erlestoke. The Induction Booklet has been made more accessible to new Receptions by including an easy-read guide and translating it into the top 3 spoken languages with other language translation taking place on a need-by-need basis. This will be fully embedded in the new year.</p>	<p>March 2022</p>
	<p>The new Induction programme has a clear focus on progression and rehabilitation with time allocated to new arrivals from teams including, but not limited to, the Progression Regime, Programmes, Chaplaincy, Mental Health, Education, Activities and Healthcare.</p>	<p>March 2022</p>
	<p>The need for new arrivals to see their allocated Offender Supervisor promptly is recognised and this will be addressed by allocating a Duty Prison Offender Manager (POM) to see all new arrivals at Induction. Whilst this is dependent on the recruitment challenges HMIP recognise in 7.13, it is recognised that this will bring additional value to Induction at HMP Erlestoke.</p>	<p>March 2022</p>
	<p>As part of a re-focus on Induction, HMP Erlestoke have increased the detailing of officers to this function by 100%. Their roles are to support the process of induction and its facilities to ensure all elements are decent and fit for purpose.</p>	<p>Complete</p>
	<p>To provide valuable Lived Experience and additional support to new inductees, as well as further Structured Activity places in addition to those provided by Listeners, HMP Erlestoke will also employ 2 prisoner Induction Orderlies. They will hold a job description for their role and will be supported by Custodial Managers (CMs) on the Induction Unit.</p> <p>The regime offer for new inductions at HMP Erlestoke will increase significantly as restrictions are eased. However, as</p>	<p>January 2022</p>

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	<b>Recommendation: The prison should develop a plan to reduce violence with clear criteria for how it will be reduced and by when.</b> (To the governor)		<p>investigations will be quality assured by the Safety team and any findings will be discussed on a weekly basis at the Safety Intervention Meeting (SIM), which is chaired by the Head of Safer Communities. This meeting will monitor all open CSIP investigations and report on those overdue or nearing their due date to facilitate timely completion of all cases.</p> <p>As restrictions are eased at HMP Erlestoke, the establishment will offer delivery of Keywork. The increased staff-prisoner interaction that Keywork and a greater regime offer brings will help facilitate the management of the perpetrators of violence and support for victims.</p> <p>HMP Erlestoke will undertake a full review and relaunch of the Isolating Individuals policy. This will include asking for prisoner input into the process to ensure the policy is reflective of the prisoner experience and accounts for concerns raised in the HMIP survey. The policy will focus on improved outcomes for those choosing to self-isolate and those feeling unsafe. Focussed reintegration plans will be managed and quality assured by the Head of Residence and reviewed and discussed on a weekly basis at the SIM. Keyworkers will continue to support those most vulnerable, and this too will be monitored through the SIM.</p> <p>The Deputy Governor has undertaken a full review of the meeting schedule to ensure full attendance at key meetings is realised.</p>		<p>March 2022</p> <p>February 2022</p> <p>Complete</p>
7.3	Key concern 1.47: The use of force and special accommodation was high. Staff did not always demonstrate the use of de-escalation techniques and not all incidents involving the	Agreed	Use of force incidents, including the use of Body Worn Video Cameras (BWVC) and the recording of planned incidents, will be scrutinised at a monthly review meeting, which is chaired by the Deputy Governor. The meeting will focus on the appropriateness of the interventions, plus techniques deployed, identifying any areas for improvement. Feedback will be provided to individuals and the relevant areas. Refresher training will particularly focus	Governor	January 2022

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	<p>drawing of batons were investigated. Too much use of force documentation was missing and scrutiny by leaders was insufficient. We were not convinced that use of force was necessary or proportionate in every case we reviewed.</p> <p><b>Recommendation: Use of force and the use of special accommodation should only happen as a last resort. Leaders should develop alternative approaches which will reduce the need for such interventions.</b> (To the governor)</p>		<p>on the importance of de-escalation and ensuring staff sufficiently understand the policy governing use of force.</p> <p>Appropriate use of force paperwork being returned in a timely manner will be a priority as use of Digital Prison Services (DPS) to record incidents becomes embedded. The Use of Force Coordinator will prioritise following up with staff to ensure entries are completed and will oversee the completion of paperwork and the promotion of good practice. Completion of use of force paperwork will be Quality Assured at the monthly Use of Force meeting, chaired by the Deputy Governor. Learning and good practice outcomes from the quality assurance process will be shared with individuals and their managers to help drive performance in this area.</p> <p>Special Accommodation is only used in exceptional circumstances. Operational Managers will be briefed by the Deputy Governor on expectations regarding special accommodation paperwork. The Deputy Governor will oversee the use of Special Accommodation to ensure it is being used for appropriate timescales. The revised paperwork will be more explicit about the reasons for use and will be subject to monthly quality assurance), the findings from which will be shared with all Duty Governors. They will also be discussed at the quarterly Segregation Monitoring and Review Group (SMARG) meeting, chaired by the Head of Safer Communities.</p>		<p>January 2022</p> <p>December 2021</p>
7.4	<p>Key concern 1.48: The day-to-day regime for prisoners in the segregation unit was poor. Too many prisoners were seeking protection there and wanted a transfer to</p>	Partly Agreed	<p>This recommendation is partly agreed as the space available in the Segregation Unit with which to facilitate an improved regime is limited although HMP Erlestoke has an ambition to increase this as is safe to do so.</p>	Governor	February 2022

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<p>made it difficult for them to maintain recovery. Not all staff were confident about the searching procedures for detecting the concealment of contraband items. There was a lack of a whole prison approach to tackling drug supply.</p> <p><b>Recommendation:</b>  <b>The prison should take robust action to reduce the availability of illicit drugs and alcohol.</b> (To the governor)</p>		<p>sanction in line with prison rules and the support offered by Substance Misuse Services (SMS) partners will be engaged. HMP Erlestoke will also engage with the Drug Strategy and Delivery team to ensure an up-to-date vulnerability assessment is being used to inform local action.</p> <p>There is a rolling programme of staff training, supported by MDT Testers, to improve confidence and technique in searching procedures. This training programme will include awareness of and how and when to use the recently installed X-Ray Body Scanner, so its value is fully realised.</p> <p>The Drug Recovery Unit (DRU) at HMP Erlestoke has been relaunched and has now been funded to enable the prison to have a minimum of 2 Drugs Recovery Facilitators on-site every day. The DRU will be actively promoted locally through Notices to Prisoners, Wing Forums, the Prison Council and by engagement with prisoners on wings by the Reducing Reoffending Team. This will assist in reducing drugs or alcohol incidents and will ensure those placed, or wanting to be placed, on it are actively engaged in the process to help promote recovery.</p> <p>Safer Custody Meetings have also been revised and refreshed and now have an agenda which looks at the factors contributing to violence and seeks to be more action focused. The meetings now look largely at trend analysis and identify and monitor the progress of meaningful action taken to understand the causes of violence with the aim to reduce the number of violent incidents occurring.</p> <p>The bi-monthly Drugs Strategy Meeting will be reinvigorated to ensure intelligence, including an up-to date vulnerability assessment, is being used effectively to focus on all elements of risk and action is taken to manage or mitigate them. This will be chaired by the Head of Reducing Reoffending and will involve</p>		<p>February 2022</p> <p>December 2021</p> <p>January 2022</p> <p>January 2022</p>
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			Senior Managers from across the prison and outcomes will also be discussed at the Security and Safer Custody Meetings. Action taken at these meetings will be used to inform the Drugs Strategy, ensuring it records the consolidated meaningful action being taken, as a whole prison approach, to tackle the ingress and the use of drugs at HMP Erlestoke.		
7.6	<p>Key concern 1.50: Recorded levels of self-harm had increased considerably and were significantly higher than most similar prisons. Despite this, leaders had not identified suicide and self-harm prevention as a key priority, and the safety action plan was not shared or reviewed to direct work to reduce self-harm. There were gaps in the quality of support delivered through the new assessment, care in custody and teamwork (ACCT) case management model.</p> <p><b>Recommendation: The prison should develop an effective plan to reduce self-harm and deliver consistently good care for at-risk</b></p>	Agreed	<p>Alongside the review of the Safety Strategy, the prison has reviewed the use of the Induction Passport, which is started in reception and completed on the Induction Unit. The purpose of the Induction Passport is to provide an overarching safety assessment to ensure that all risk factors (including risk of self-harm) are taken into consideration.</p> <p>All case managers and officers have been booked onto ACCT Case Management Training and everyone has been allocated a space until March 2022. Weekly training sessions with the officer group are also being held around the requirements for ACCT case management to improve the quality of support offered to individuals who self-harm. This will include asking for prisoner input into the process to ensure the policy is reflective of the prisoner experience and accounts for concerns raised in the HMIP survey</p> <p>ACCT Quality Assurance now takes place weekly and is monitored by the Head of Residence in conjunction with Head of Safer Communities. All the outcomes of these measures are analysed to inform meaningful action which is recorded in the Safety Action Plan and is focussed on reducing self-harm and is monitored through the monthly Safety Meeting, which is chaired by the Head of Safer Communities. The minutes, actions, and action plan from this meeting, alongside learning from the use of the Induction Passport, are now shared with all Functional Heads who can use it to direct work to reduce self-harm, to their teams</p>	Governor	<p>Complete</p> <p>March 2022</p> <p>February 2022</p>

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	<b>prisoners.</b> (To the governor)		and these actions inform revisions to the Safety Strategy as appropriate. Revisions to the Safety Strategy will involve prisoner and stakeholder engagement to ensure a whole prison approach to this work.		
7.7	<p>Key concern 1.51: Staff interaction with prisoners lacked consistency, leading to insufficient engagement and low behavioural expectations. Prison officers spent much of their time in unit offices rather than supervising and actively engaging with prisoners on the landings. Poor prisoner behaviour often went unchallenged. We saw staff failing to enforce even the most basic of behavioural expectations, such as music volume, the inappropriate use of cooking equipment and dress codes. There was a lack of leadership in supporting staff to develop the confidence to challenge poor behaviour.</p> <p><b>Recommendation:</b> <b>Staff should be supported to</b></p>	Agreed	<p>Following a Training Needs Analysis (TNA) by Psychology Progression Regime Officers, Erlestoke will be undertaking a series of training events which develop a strengths-based approach to working with prisoners which includes packages designed to build rapport, challenge poor prisoner behaviour, and reinforce positive choices</p> <p>More broadly, for the wider Officer group, Confidence and Capability training to understand challenging behaviours is in progress which aims to:</p> <ul style="list-style-type: none"> <li>• Understand the importance of having challenging and quality conversations</li> <li>• Gain insights into why conversations could be problematic</li> <li>• Enable challenging and quality conversations to take place in the future.</li> </ul> <p>Weekly training is being delivered to staff via the daily morning briefing and the Reward, Opportunities, Aspirations &amp; Development (ROAD) process is being used to help Line Managers robustly performance manage staff.</p> <p>HMP Erlestoke have appointed Prison Officer Entry Level Training (POELT) Mentor who is composing an Officer Passport to look at increasing staff competence in the areas listed above and as of March 2022 an Apprenticeship will be in place to capture Prison Officers learning and development on entrance to the prison.</p>	Governor	<p>February 2022</p> <p>Complete</p> <p>March 2022</p>

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	<p><b>positively engage with prisoners and where necessary to challenge poor prisoner behaviour.</b> (To the governor)</p>		<p>As part of recovery there will be an increase to the regime at Erlestoke, the delivery of Keywork throughout the establishment will increase. The increased staff-prisoner interaction that Keywork and a greater regime offer brings gives more opportunities to model consistent good behaviour. This, and ensuring staff are supervising and actively engaging with prisoners on the landings will be driven by Unit CMs. Outcomes will be monitored with prisoners via the Prisoner Council which is chaired by the Head of Residential Services.</p> <p>The use of the Incentives and Privileges Framework (IPF) will be quality assured by wing CMs to ensure its correct application and appropriate use of tailored targets for individuals to encourage progression. Actions taken will be monitored through the monthly IPF Forum, which is attended by both prisoners and staff, and is chaired by the Head of Residential Services.</p>		<p>March 2022</p> <p>February 2022</p>
7.8	<p>Key concern 1.52: Too many areas of the prison were dirty and unkempt, with too few prisoners actively engaged in keeping the prison clean, a lack of cleaning materials on some units and insufficient managerial oversight of standards.</p> <p><b>Recommendation: Basic standards of cleanliness and decency should be set and maintained consistently across</b></p>	Agreed	<p>HMP Erlestoke have appointed a Clean and Decent Lead, until March 2022, who will be responsible for improving living conditions for prisoners both on arrival and throughout the rest of the prison. This role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term.</p> <p>The Governor holds monthly meetings with Government Facility Services Limited (GFSL) in which the progress and timeliness of routine and non-routine maintenance are discussed, and action taken to progress any outstanding issues.</p> <p>HMP Erlestoke are creating an action plan to monitor and deliver meaningful outcomes for prisoners. Immediate action taken includes a painting programme to refresh individual cells, equipment checks to ensure each cell is properly equipped, ensuring all prisoners have access to appropriate levels of cleaning materials and a weekly inspection which is undertaken</p>	Governor	<p>March 2022</p> <p>Complete</p> <p>March 2022</p>

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	<b>the prison.</b> (To the governor)		by the Head of Residential Services and other Senior Managers. Findings, and issues for escalation, will be discussed at the monthly HMIP Progress Meeting, chaired by the PGD.		
7.9	<p>Key concern 1.53: Work to promote equality remained too limited, a concern we had raised in our two previous visits. Protected characteristic and minority prisoners had negative perceptions. Data was not used effectively to identify or address areas of inequality or discriminatory treatment. Prisoners told us of racist behaviour on the part of staff, but this was not always effectively identified or acted on.</p> <p><b>Recommendation: The prison should take robust action to promote equality and eliminate discriminatory treatment and racist behaviour.</b> (To the governor)</p>	Agreed	<p>HMP Erlestoke have appointed an Equality Advisor and this role is currently funded up until the end of March 2022. Alongside Diversity and Inclusion Officers, this role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term. The Equality Advisor will promote equality throughout the establishment through attendance at Wing Forums, the Prison Council and through Prisoner Diversity and Inclusion Reps. Lived Experience surveys will be issued and results from these and other data sources will be analysed and used effectively to identify and address areas of inequality or discriminatory treatment.</p> <p>Diversity and Inclusion Meetings will have a redesigned agenda and terms of reference to ensure a whole prison approach to capturing data from all departments which will be used to analyse and address trends effectively. This will include monitoring and actively addressing the perceptions of protected characteristic and minority prisoners. Any instances identified of racist behaviour on the part of staff or other prisoners will be managed efficiently and effectively through the Discrimination Incident Report Form (DIRF) process. These processes and all meaningful action taken arising from them, will inform the Diversity and Inclusion Plan, the outcomes of which will be monitored through these meetings. Outcomes will also be shared and managed in conjunction with Prisoner Diversity and Inclusion Reps who will be based on each wing. These meetings will be chaired by the Deputy Governor.</p>	Governor	March 2022
7.10	Key concern 1.54: The lack of custody staff to	Partly Agreed	This recommendation is partly agreed because externally HMP Erlestoke are currently resourced to provide 10 hospital	Governor	April 2022

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<p>escort patients to the health care department and to external hospital visits had significantly affected the delivery of health services in the prison and had led to the cancellation of 17 out of 38 hospital appointments in the month of our inspection, including two patients who had prepared for surgery.</p> <p><b>Recommendation: Health care and hospital appointments should not be cancelled or delayed. Prisoners should be able to attend appointments at the time and date set by health care staff to best meet the prisoners' health needs. (To the governor)</b></p>		<p>appointments per week and are unable to accommodate anything further. The establishment endeavours to allow all people in prison to attend their external medical appointments, however, where there are appointments above the number resourced, Healthcare professionals will make risk-based decisions on which appointments to cancel or delay, these will then be communicated with the relevant individuals. Bids for additional funding to resource additional hospital appointments via Health Commissioners will continue to be submitted, however to date all bids to date have been unsuccessful. However, for those individuals who have internal healthcare appointments, as restrictions ease further, patients will be able to attend healthcare without a custody staff escort.</p>		
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7.11	<p>Key concern 1.55: Time unlocked for many prisoners remained very limited at around two hours a day on weekdays and just an hour at the weekend. Although those on the enhanced units had up to 10 hours a day unlocked, few prisoners were actively engaged in any purposeful activity for any length of time, fostering a sense of indolence across the prison. Leaders had not maximised the opportunities to increase places for such activities through stage 3 of the HMPPS recovery plan, in particular those that could have taken place in the open air or large workshops. On a walk-through of activity places, we found only five prisoners engaged in workshops and four in the whole of the education building, three of whom were cleaners or orderlies.</p> <p><b>Recommendation: Leaders should urgently prioritise</b></p>	Agreed	<p>At the time of visit HMP Erlestoke were in Exceptional Delivery Model (EDM) Stage 3. As restrictions have eased the current regime offer, EDM Stage 2, is significantly improved over that seen during the inspection with most prisoners, who are not engaged in purposeful activity, currently unlocked for at least 4 hours per day. This will increase significantly as restrictions ease further and HMP Erlestoke plan to submit their EDM Stage 1 proposals for approval at the end of November 2021.</p> <p>HMP Erlestoke currently have up to 35 people in prison in Education each day and are offering Education Taster Sessions to everyone to help maintain and drive-up further attendance. There were 252 people in prison engaged in Structured On or Off Wing Activity in November – this, alongside the increase in Education places, is an increase of 278 activity places in total compared to the time on the inspection.</p> <p>As restrictions ease further, HMP Erlestoke will be opening a new Textiles Workshop and employing ‘Green Champions’ on each wing to promote and undertake recycling activity, creating a further additional 20 employment spaces. It is the ambition of HMP Erlestoke to offer purposeful employment and structured on or off wing activity as such is conducive to the purpose of a training and resettlement prison. This will continue to be done via a robust Regime Management Plan (RMP) to sufficiently deliver as much as possible, safely.</p>	Governor	<p>Complete</p> <p>January 2022</p>
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	<p><b>increasing time unlocked and the number of in person places in education, skills and work activities to enable a larger number of prisoners to attend them.</b> (To the governor)</p>				
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7.12	<p>Key concern 1.56: Not enough was done to encourage prisoners to maintain contact with their children and families, and family engagement provision was too limited. Take-up of social visits was very low, and difficulties with technology, booking slots and limited call times had also led to low take-up of secure video calls.</p> <p><b>Recommendation: Prisoners should be encouraged to build and maintain positive relationships with their families and friends.</b> (To the governor)</p>	Agreed	<p>COVID restrictions allowing, Family Days will be re-established with the first planned for February 2022.</p> <p>The Prison Advice and Care Trust (PACT) provider returned to site in September 2021 and undertaking their role in supporting people in prison and their families.</p> <p>The video call offer has been increased and take-up remains low as there has been a substantial increase in face-to-face visits now restrictions have been lifted. Difficulties with the video call technology have been promptly reported and laptops have been replaced as appropriate. The number of visitors and visits that can be accommodated has also increased significantly since the inspection as well as the offer of activities for children, to support this. As a result of consultation with the Prison Council, the duration of social visits has also increased, and this has been very much welcomed by prisoners and their visitors.</p> <p>As restrictions ease further there will be increased delivery of Keywork throughout the establishment. The increased staff-prisoner interaction that Keywork and a greater regime offer brings presents greater opportunity to model consistent good behaviour. This will be driven by Unit CMs to ensure staff are actively engaging with people in prison on the landings. As part of these engagements everyone will be encouraged to build and maintain positive relationships with their families and friends.</p>	Governor	February 2022
7.13	<p>Key concern 1.57: The offender management unit was acutely under-resourced with too few probation offender managers, and caseloads were too high. Frequency of</p>	Partly Agreed	<p>This recommendation is partly agreed because the Probation Offender Manager (POM) recruitment is dependent on successful recruitment campaign as well as allocation of POMs to HMP Erlestoke is managed at a regional level. That said, a new Senior Probation Officer (SPO) has been appointed and who took up their role as Head of Offender Management Delivery (HoMD) at the end of November 2021.</p>	Regional Probation Director	March 2022

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	<p>contact between both prison and probation offender managers and prisoners was inadequate and did not drive their sentence progression effectively.</p> <p><b>Recommendation: Probation offender manager staffing levels should be increased sufficiently to provide manageable caseloads and effective case management of prisoners' sentence planning and progression.</b> (To the governor)</p>		<p>National recruitment campaigns remain live to fill the outstanding POM vacancies. Once the POMs have been recruited, the frequency of contact between both prison and probation offender managers and prisoners will improve substantially.</p> <p>The Regional Probation Director for HMP Erlestoke is aware of further resources that are required in addition to the outstanding POM vacancies. Funding for additional POMs has been bid for although, if successful, this will not be available until the next financial year.</p>		June 2022
	<b>Recommendations</b>				
7.14	<p>Recommendation 3.1 <b>Error! Reference source not found.</b>: First night risk assessments should always be completed in a suitable and private space. (To the governor)</p>	Agreed	<p>HMP Erlestoke have identified a designated area in reception, which will allow privacy to be maintained as well as confidential safety assessments to take place.</p>	Governor	March 2022

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7.15	<p>Recommendation 3.6: First night cells should be clean, safe and equipped for new arrivals. (To the governor)</p>	Agreed	<p>HMP Erlestoke have appointed a Clean and Decent Lead, currently until March 2022, who will be responsible for improving living conditions for people in prison both on arrival and throughout the rest of the prison. This role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term.</p> <p>HMP Erlestoke are developing an action plan to monitor and deliver meaningful outcomes for prisoners. Immediate actions that have been taken includes a painting programme to refresh individual cells, equipment checks to ensure each cell is properly equipped, ensuring all prisoners have access to appropriate levels of cleaning materials and a weekly inspection which is undertaken by the Head of Residential Services and other Senior Managers. Findings, and issues for escalation, will be discussed at the monthly HMIP Progress Meeting, chaired by the PGD.</p> <p>To further support ensuring each cell is properly equipped, funding has been received to replenish in-cell furniture for which the outcomes will be realised by the end of this financial year.</p> <p>As part of a re-focus on Induction, HMP Erlestoke have increased the detailing of officers to this function by 100%. Their roles are to support the process of induction and its facilities to ensure all elements are decent and fit for purpose.</p>	Governor	<p>Complete</p> <p>March 2022</p>
7.16	<p>Recommendation 3.18: Prisoners on the basic level should be set individually tailored targets to address poor behaviour and encourage progression in the incentives scheme. (To the governor)</p>	Agreed	<p>The use of the Incentives and Privileges Framework (IPF) will be quality assured by wing CMs to ensure its correct application and appropriate use of tailored targets for individuals to encourage progression. Actions taken will be monitored through the monthly IPF Forum, which is attended by both prisoners and staff, and is chaired by the Head of Residential Services.</p>	Governor	February 2022

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7.17	Recommendation 3.20: Managerial oversight of disciplinary procedures should make sure that all hearings are held fairly and completed within a reasonable time. (To the governor)	Agreed	<p>On an ongoing basis the Head of Safer Communities will review the issue, application, fairness, and timeliness of adjudications to ensure there is no disparity or backlog with additional adjudication sessions taking place if necessary to help mitigate.</p> <p>This information, the use of disciplinary procedures and their appropriateness and fairness will also be quality assured at the bi-monthly Tariff Meeting which is chaired by the Deputy Governor. To ensure independent oversight of this process, members of the Independent Monitoring Board (IMB) are invited to this meeting.</p>	Governor	February 2022
7.18	Recommendation 3.45 <b>Error! Reference source not found.</b> Actions in response to recommendations from the Prisons and Probation Ombudsman should be completed and embedded in practice. (To the governor)	Agreed	HMP Erlestoke will review all outstanding actions allocated by the Prisons and Probation Ombudsman (PPO) to ensure they are completed and embedded. Quality assurance activity will be undertaken by the Senior Managers team responsible for the delivery of the action and progress will be monitored via the Consolidated Action Plan (CAP) at the monthly Performance Meeting which is chaired by the Head of Business Assurance (HoBA). Good practice and additional training and support will be shared and offered as an outcome of this meeting for PPO and all other actions.	Governor	January 2022
7.19	Recommendation 4.22: All prisoners should have access to appropriate and well-maintained self-catering facilities that allow them to cook safely. (To the governor)	Partly Agreed	<p>This recommendation is partly agreed as the establishment is dependent on the receipt of appropriate funding to complete in full.</p> <p>Locally HMP Erlestoke will continue to improve access to toasters and microwaves, cleaning of any wing-based catering facilities will be improved, and broken equipment is replaced as soon as feasible.</p>	Governor	Complete

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

7.20	<p>Recommendation 4.32: There should be wider and more effective consultation with prisoners and outcomes from the prison council should be better promoted. (To the governor)</p>	Agreed	<p>HMP Erlestoke have appointed an Equality Advisor and this role is currently funded up until the end of March 2022. Alongside Diversity and Inclusion Officers, this role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term. The Equality Advisor will promote equality throughout the establishment through attendance at Wing Forums, the Prison Council and through Prisoner Diversity and Inclusion Reps. Lived Experience surveys will be issued and results from these and other data sources will be analysed and used effectively to identify and address areas of inequality or discriminatory treatment.</p> <p>Outcomes from these forums will be monitored with prisoners via the Prison Council which is chaired by the Head of Residential Services and is attended by all functional heads if available. Minutes, actions taken and actions to be taken arising from the Prison Council will be shared with all people in prison monthly and will be discussed at individual wing forums, led by Unit CMs, and overseen by the Head of Residential Services.</p>	Governor	March 2022
7.21	<p>Recommendation 4.33 <b>Error! Reference source not found.</b>: Prisoners should receive prompt responses to their applications, which should be effectively monitored and quality assured. (To the governor)</p>	Agreed	<p>HMP Erlestoke have introduced an electronic applications log which is managed by an Administrative Officer. Application responses will be quality assured by the Head of Residential Services and feedback given to CMs to enable better coaching and support for the Officer group on the timely completion and quality of responses. Outcomes will be monitored with prisoners via the monthly Prisoner Council which is chaired by the Head of Residential Services.</p>	Governor	January 2022
7.22	<p>Recommendation 4.40: Prisoners' discrimination complaints should be investigated properly,</p>	Agreed	<p>HMP Erlestoke have appointed an Equality Advisor and is currently funded up until the end of March 2022. This role is designed to coach and upskill other staff members to realise the benefits of this project in the long-term.</p>	Governor	January 2022

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

	receive a timely response and be subject to robust quality assurance. (To the governor)		Diversity and Inclusion Meetings will have a redesigned agenda and terms of reference to ensure a whole prison approach to capturing data from all departments which will be used to analyse and address trends effectively. This will include monitoring and actively addressing the perceptions of protected characteristic and minority prisoners. Any instances identified of racist behaviour on the part of staff or other prisoners will be managed efficiently and effectively through the Discrimination Incident Report Form (DIRF) process. These process and all meaningful action taken arising from them, will inform the Diversity and Inclusion Plan, the outcomes of which will be monitored through these meetings. Outcomes will also be shared and managed in conjunction with Prisoner Diversity and Inclusion Reps who will be based on each wing. These meetings will be chaired by the Deputy Governor.		
7.23	Recommendation 4.89 <b>Error! Reference source not found.</b> : Patients with complex mental health needs should be able to access clinical psychological interventions while at Erlestoke. (To the governor)	Partly Agreed	Whilst it is agreed that patients with complex mental health needs should be able to access clinical psychological interventions, HMP Erlestoke are unable to agree to the recommendation in full as although Healthcare do provide psychological interventions, they have been unable to deliver these due to the impact COVID. However, the healthcare service is being recommissioned for commencement in October 2022. This offer will be within the new commissioned service alongside Improving Access to Psychological Therapies (IAPT) services.	Avon and Wiltshire Health Partnership	October 2022
7.24	Recommendation 4.104 <b>Error! Reference source not found.</b> : The medicines management team should be sufficiently resourced to meet the needs of	Partly Agreed	It is agreed that the medicines management team should be sufficiently resourced to meet the needs of patients although HMP Erlestoke can only partly agree to the recommendation as it is resource dependent. However, the Avon and Wiltshire NHS Trust has recently provided funding to allow the recruitment of two additional pharmacy technicians although these new posts are yet to be advertised.	Avon and Wiltshire Health Partnership	April 2022

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

	patients. (To the governor)				
7.25	Recommendation 4.105: Prison officers should supervise medicines administration and patients should receive their medicines confidentially. (To the governor)	Agreed	HMP Erlestoke will ensure an additional officer will be allocated to supervise medicine administration.  Instructions have been reissued on balancing supervision with confidentiality and have also ensure only 1 patient is allowed into the vicinity of medicine distribution at any one time.	Governor	December 2021
7.26	Recommendation 4.111: There should be IT and telephone provision in the dental suite to enable productive use of clinical time. (To the governor)	Agreed	HMP Erlestoke have successfully bid for funds to enable the completion of this work which will be delivered before the end of this financial year.	Governor	March 2022
7.27	Recommendation 5.20 <b>Error! Reference source not found.:</b> Leaders and managers should ensure that prisoners engage in vocational and practical activities to acquire the skills they need to complete their accredited qualifications. (To the governor)	Agreed	HMP Erlestoke are increasing the vocational and practical activities offer as restrictions ease and recovery is realised. The number of accredited qualifications the education provider, Milton Keynes College, is contracted to provide is outlined in the Education Delivery Plan.  As part of the Induction process the education provider, Milton Keynes College, talks to each new arrival and offers a Learning Disability Screening provision. This enables the college to identify and actively manage skills gaps to enable individuals to participate in courses in the future.  Outcomes, including the monitoring of the completion of the Education Delivery Plan, are monitored at the Quality Improvement Group (QIG) meetings which are held bi-monthly and chaired by the Head of Reducing Reoffending.	Governor, Milton Keynes College	February 2022

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

7.28	<p>Recommendation 5.21: Leaders should urgently improve the provision of pre-release support, careers advice and guidance for prisoners as they near the end of their sentences to better prepare them for their next steps. (To the governor)</p>	Partly Agreed	<p>HMP Erlestoke can only partly agree this recommendation as this is reliant on contracted-in services to deliver this; of which the recruitment to posts remains outside of the direct control of the Governor.</p> <p>However, in conjunction with the New Futures Network Lead. HMP Erlestoke will ensure there are mechanisms in place to advertise jobs effectively and ensure outcomes are documented.</p> <p>HMP Erlestoke are also ensuring robust performance contract management meetings with the Information, Advice and Guidance (IAG) supplier are in place and that they are effectively delivering support with CVs, disclosure letters and identifying job ready individuals for employers. These take place monthly and are chaired by the Head of Reducing Reoffending.</p> <p>An Employer Advisory Board (EAB) will also be established which advises the Governor on the needs of employers, and which supports links into local business networks for prisoners.</p>	Governor	March 2022
7.29	<p>Recommendation 6.18 <b>Error! Reference source not found.</b>: The progression regime should re-start with a meaningful plan to support prisoners to progress through being able to demonstrate a reduction in their risk. (To HMPPS)</p>	Partly Agreed	<p>This recommendation is partly agreed due to the significant loss of accommodation, however, plans for the replacement accommodation have already been drafted and the works are due to be completed by Summer 2022, which will give the Progression Regime a much-improved facility. The pandemic has created a disruption in the regime and, as restrictions begin to ease, HMPPS will undertake a review, which will be led by both operational and policy leads of the progression regime at HMP Erlestoke. The review will seek to ensure that current activity to re-establish all aspects of the progression regime model have been successfully achieved. This is a sensible precursor to any</p>	Public Protection Group (PPCS)	April 2022

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.



			consideration as to whether a fresh look at the delivery model is necessary.		
7.30	<p>Recommendation 6.24 <b>Error! Reference source not found.:</b>  There should be annual reviews of prisoners subject to child contact restrictions.  (To the governor)</p>	Agreed	<p>HMP Erlestoke will ensure that all people in prison who are subject to child contact restrictions have an annual review. The review will be completed and monitored monthly at the Public Protection Steering Group meeting which is chaired by the Head of Offender Management Services (HoMS) and HoMD.</p> <p>Progress will be monitored via the CAP at the monthly Performance Meeting which is chaired by the HoBA.</p>	Governor	December 2021
7.31	<p>Recommendation 6.27:  All prisoners given category D status should be transferred to open conditions promptly. (To HMPPS)</p>	Agreed	<p>Progressive transfers of prisoners are subject to space in the appropriate part of the prison estate becoming available and the speed of transfers reflects this constraint.</p> <p>The availability of Category D spaces has been impacted by the requirement to close a number accommodation blocks in the open estate over the course of 2021, which no longer met statutory fire safety standards. The impact on the overall open estate has been managed through replacing some of these places, particularly in the south, with existing temporary accommodation, which was on some sites already as part of COVID contingencies and in other sites, with new temporary accommodation.</p> <p>HMPPS are investing £3.8 billion over the next three years to deliver 20,000 additional, modern prison places including 2,000 temporary prison places across England and Wales by the mid-2020s. This project will deliver 660 additional places through expansion of the Category D estate at a number of sites across the country.</p>	Custodial Capacity, Prison Supply	2025

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

7.32	<p>Recommendation 6.36 <b>Error! Reference source not found.</b>: HMPPS should work with the National Probation Service to make sure that there is timely resettlement planning for all prisoners, whatever their risk of harm status, and that any outstanding needs are addressed. (To HMPPS)</p>	Agreed	<p>On 26th June 2021 when the NPS and CRCs unified to become the Probation Service, responsibility for the delivery of resettlement services at HMP Erlestoke moved to the Regional Probation Directors (RPDs) with key interventions delivered by Commissioned Rehabilitative Service (CRS) providers (commissioned by RPDs). Staff who were delivering Enhanced Through the Gate (eTTG) services and were allocated to the Probation Service as part of unification remained in the prison and continue to deliver Pre-Release services not available via CRS including for Finance, Benefit and Debt services. Probation Regions are currently exploring commissioning options for Finance Benefit and Debt that will replace this provision.</p> <p>In the pre-release phase, CRS providers will deliver resettlement interventions, namely accommodation support and social inclusion via Mentoring provision to support sentence management activities completed by the Probation Practitioner. The CRS service will be available to all individuals released from Resettlement or Non-resettlement prisons. The new Commissioned Rehab Services (CRS) are designed to support those subject to Probation Supervision address the needs linked to their offending and to achieve the stability they need to do so.</p> <p>Those services which are delivered pre-release, and which include accommodation and mentoring, will continue post-release and attendance at appointments with CRS Suppliers will be part of mandatory Licence appointments. This continuity of support is a key element of the CRS. All eligible cases will receive support prior to release, and this will be delivered by Suppliers based in the areas to which they will return. CRS Suppliers will be based in the resettlement prisons within the geographical area they cover. For people being released to areas outside of this geography or</p>	Resettlement Implementation Project	June 2022
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Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.

			<p>released from non-resettlement prisons, this support will be delivered via visits or by phone/video rather than by staff based in the prison. A Pre-release team will be based in all Resettlement prisons, unless agreed otherwise by the RPD and PGD. Non resettlement prisons who continue to release prisoners will receive an in-reach service. The Pre-Release team will support communication between probation and prison, with a particular focus on those prisoners held out of area.</p>		
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Recommendations	
Agreed	24
Partly Agreed	8
Not Agreed	0
<b>Total</b>	<b>32</b>

Actions with future target dates are likely to be delayed due to Covid-19 related disruptions to service delivery.