



HM Prison &
Probation Service

Action Plan: HMP The Mount

Action Plan Submitted: 21st July 2022

A Response to the HMIP Inspection: 14th and 21st – 25th March 2022

Report Published: 30th June 2022

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, 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 GOV.UK website. 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, 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 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.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP THE MOUNT

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
Key concerns and recommendations					
7.1	<p>Key concern 1.37: The Mount's purpose as a category C training prison was being undermined by the shortage of officers to deliver a meaningful day-to-day regime or to escort prisoners to activities or appointments, leaving many locked up most of the day, which was unacceptable. Staff shortages were caused by several factors, including the high proportion of officers not deployable to operational duties and the significant percentage of new officers who resigned within a year.</p> <p>Recommendation: Leaders should improve staff retention and significantly reduce the proportion of officers not</p>	Agreed	<p>Recruitment, retention, and development of people will be introduced as one of The Mount Governors' key priorities.</p> <p>Staff recruitment and retention issues are monitored and managed via monthly establishment and regional Workforce Planning Meetings. A rolling Prison Officer recruitment campaign is in place for HMP The Mount receiving a positive response reflected in regular recruits undertaking training, and regional approval has been provided to recruit above the Target Staffing Figure (TSF).</p> <p>In recognition of the recruitment / retention difficulties there is a salary enhancement given to Prison Officer grades at HMP The Mount in the form of a Market Supplement Allowance.</p> <p>There is a weekly Attendance Management Meeting chaired by the Deputy Governor to support staff retention and effectively manage staff absence / restricted duties. From July 2022 a Human Resources manager has been introduced to the meeting to provide specialist support and effective robust measures with decision making. Since the inspection the number of non-deployable staff have decreased, this will positively impact the regime being offered to prisoners. This will also be further enhanced with new officers returning from officer training college.</p> <p>All staff exiting the service are offered a confidential one to one meeting with a member of the Human Resources team to confirm reasons for leaving the service. This information is used to identify any key areas to be addressed to</p>	Governor	April 2023



	<p>deployable to operational duties to provide prisoners with far more time out of cell and better access to activities and support. (To the governor)</p>		<p>support future retention. The Human Resource Performance Manager will contact all known staff leavers to promote engagement with exit interviews.</p> <p>HMP The Mount is engaging with a Structured Staff Supervision Pilot aimed at improving practice, wellbeing, resilience, career progression and retention. Staff receive regular one to one supervision with a trained facilitator. This is currently a pilot project and yet to be fully evaluated. Evaluation of project outcomes will be ongoing to determine if the project will continue and be rolled out to all staff in the prison and more widely across the prison estate. An evaluation exercise is planned to commence in January 2023.</p> <p>HMP The Mount is introducing a new permanent role to support wellbeing and retention in the form of a New Colleagues Mentor. The key objective of the New Colleague Mentor is to ensure that newly recruited prison officers have a supportive and smooth on-boarding experience into their new working environment, providing ongoing guidance and support. HMP The Mount is currently recruiting to this new position. It is anticipated the New Colleague Mentor will be operational in Summer 2022. Once in post, there will be ongoing review of the effectiveness of this new role. It is anticipated that at least 8 months is required to provide meaningful data about impact on retention.</p> <p>New Colleagues Mentor will introduce a 'Buddy Mentor' scheme where new prison officer staff will be linked with more experienced staff members for informal advice and support.</p>		<p>September 2022</p> <p>October 2022</p>
7.2	<p>Key concern 1.38: Continuous improvement was difficult to evidence as too many workstreams lacked a coherent strategy and action plan against which to monitor progress made.</p> <p>Recommendation: The focus on continuous improvement should be strengthened by having</p>	Agreed	<p>Strategies for key work streams, including but not limited to safety, diversity and inclusion and reducing reoffending, will be developed, or reviewed to ensure that that leaders maintain an accurate understanding of the state of the prison and that priorities are supported by clear plans, targets, and measures of progress.</p> <p>Staff and prisoners will be consulted to determine the effectiveness of any changes and new ideas. In-cell technology and Notices to Prisoners and Staff will be utilised to communicate new strategies and policies.</p> <p>Action plans that arise from the strategies and policies will be discussed and the respective departments' monthly or quarterly meetings to measure the effectiveness of the strategies and the progression of the plans.</p>	Governor	December 2022



	<p>detailed strategies and action plans where appropriate, against which progress can be monitored. Such strategies and plans should be subject to rigorous oversight. (To the governor)</p>		Data analysis will inform Head of Functions during the review process of the strategies which will be completed on a local rolling annual schedule		
7.3	<p>Key concern 1.39: Many prisoners at risk of self-harm or suicide were left locked in cell for almost the entire day with little access to support, interventions or activities to help them manage their crisis. Care plans were sometimes closed without prisoners having been given the help they needed. The Samaritans phone number was incorrectly advertised and the Listener (see Glossary) suite was not in use.</p> <p>Recommendation: Prisoners at risk of self-harm or suicide should have access to a broad range of support, interventions and activities, which are delivered through well-coordinated care plans. (To the governor)</p>	Agreed	<p>ACCT case managers will be prioritised to receive refresher training on producing suitable supportive care plans that include appropriate consideration for access to activities and other interventions. This training will include instruction on the suitability of ACCT closure only at the point of the support having been fully delivered. This will be reinforced in a Governor's Order.</p> <p>All ACCT documents are quality assured (QA), with outcomes fed back to wing managers. QA outcomes are monitored at the monthly Safer Custody Meeting.</p> <p>All Listener promotion materials will be reviewed and reissued with correct contact numbers. The Listener Suite will be refurbished and re-launched.</p> <p>Activity and distraction packs are available to prisoners at HMP The Mount from residential wing staff and the Safer Custody team. The provision of distraction materials will be reviewed following prisoner consultation. The introduction of in-cell laptops will increase the availability and variety of distraction resources to prisoners at all times.</p> <p>The Managing Chaplain is working with Psychology and Mental Health services to plan and implement a secular counselling service. The viability of this service will be included in a Health Needs Analysis due to be conducted by Healthcare.</p> <p>The Psychology team will provide input into the ACCT process for some of the more complex cases, triaging support needs, attending ACCT reviews, and consulting on staff guidance for supporting the prisoner. Psychology will also seek regional support for assistance in relevant cases and in the critical few cases can have one to one contact with the prisoner.</p>	Governor	<p>April 2023</p> <p>January 2023</p>



7.4	<p>Key concern 1.40: Many residential units on the bottom site needed major refurbishment if living conditions were to improve to an acceptable standard. Cells were often poorly furnished and many had broken furniture, unscreened toilets and no curtains for the windows.</p> <p>Recommendation: There should be significant refurbishment of the residential units on the bottom site to make sure that all prisoners live in cells that are fully equipped and decent. (To the governor)</p>	Partly Agreed	<p>This recommendation is 'partly agreed' because further investment is required at a national level for HMP The Mount to achieve the required level of refurbishment. Business cases will be submitted for the refurbishment needs of all units. This refurbishment activity is subject to financial approval.</p> <p>New furniture is in stock to replace broken furniture. The establishment has been attempting to source curtains and privacy screens from the approved central supplier, but there has been no stock available for an extended period of time. Alternatives have been explored but deemed not suitable for Health & Safety reasons. HMP the Mount will continue to attempt to source these items via the approved route to improve the living conditions.</p> <p>Residential areas at HMP The Mount are subject to regular decency checks which are monitored at the monthly Senior Leadership Team meeting. Items identified as missing or broken will be procured and replaced at the earliest opportunity. Since July 2022, the proportion of cells checked for decency each month has been increased from 10% to 20%, supporting better monitoring and quicker resolution of cell decency issues.</p>	Governor	<p>January 2023</p> <p>September 2022</p>
7.5	<p>Key concern 1.41: The dental needs of the population were not being met due to the lack of aerosol-generating procedures, too few dental sessions and the overwhelming requirement for urgent rather than routine treatments. As a result many patients were left in pain for several months.</p> <p>Recommendation:</p>	Partly Agreed	<p>This recommendation is 'Partly Agreed' pending funding being made available for the completion of the proposed works. HMP The Mount commissioned a report on the works required to modify the ventilation system. An initial quote has been received and a business case has been escalated to support completion of the required works.</p> <p>A Health Needs Analysis (HNA) has been commissioned to review the current health needs of the population which will include a review of the dental service, this is due to be completed by August 2022. If an increase in sessions is recommended these will be considered once the dental suite has been installed with ventilation allowing full services to resume.</p> <p>There has been an improvement in healthcare staff resources at HMP The Mount. Processes have been reviewed to introduce a system of daily management of waiting times and the re-instatement of appointment slips to</p>	Governor NHS England	April 2023



			The capacity for social visits bookings will increase with the introduction of the new profiles. When complete this will allow for the launch of afternoon visits in addition to evening visits. This will almost double the current capacity of social visits offered. The new profiles will be in place from November 2022.		
7.7	<p>Key concern 1.43: Leaders and managers had not provided enough purposeful activity places or made sure that all prisoners were fully occupied when attending them. Allocation to activities was often delayed as the prisoner needed to move from living on one side of the prison to the other to take up the activity, and work allocation on residential units was not subject to adequate managerial oversight.</p> <p>Recommendation: Leaders and managers should provide enough purposeful activity places to engage all prisoners and keep them fully occupied. Allocation arrangements should include effective scrutiny of decisions and minimise any delay in prisoners starting activities. (To the governor)</p>	Agreed	<p>To maximise the activities spaces available, HMP The Mount has adopted a hybrid model of providing full-time and part-time employment to prisoners. These roles are allocated dependant on prisoner's needs which are determined through the induction process following engagement with our education and information, advice & guidance (IAG) providers, which is relayed to the Activities team for allocation.</p> <p>The activity department are utilising pathways created by the education provider and information, advice & guidance team, and sentence planning information to allocate accordingly. All activities, including wing workers, will be actioned by the activities team and spaces will be filled once a vacancy arises.</p> <p>A review of all prisoners assigned to activities will be undertaken, to ensure relevance and suitability to their chosen career or learning pathway. Those identified as not suitable will be replaced with an appropriate activity, to enable those with the chosen pathway timely access. There is in-cell option accessible to those awaiting allocation to mainstream education or industries.</p> <p>Since the time of inspection, the access to education has been greatly improved by the introduction of a revised regime which enables a wider range of prisoners to gain access to classrooms. Since face-to-face learning has resumed, attendance is actively encouraged in the classroom. Attendance figures are reported to the Governor's daily Morning Meeting. This has led to improvements in getting accurate reasons for nonattendance.</p> <p>Current waiting lists are under review, recognised trends in this, as well as in attendance and allocations, are discussed and appropriately actioned in the monthly Reducing Reoffending meeting.</p>	Governor People Plus	November 2022



	improvement processes. (To the governor)				
7.9	<p>Key concern 1.45: Leaders and managers had not ensured that prisoners were fully prepared for education, training or employment on release, including receiving effective information, advice and guidance to make informed plans. Too few prisoners could use the 'virtual campus' see Glossary) to research career opportunities and make applications as part of their resettlement plan.</p> <p>Recommendation: Leaders and managers should make sure that prisoners receive suitable and effective pre-release preparation, including use of the virtual campus, where relevant. (To the governor)</p>	Agreed	<p>The virtual campus facility is under review with a focus on increasing the number of computers to accommodate additional learners from 6 at point of inspection to 20 terminals. A Prison Employment Lead (PEL) is in the process of being recruited to co-ordinate employment opportunities via current partners. A Virtual Campus facility will be made available on the in-cell technology laptops issued to all prisoners.</p> <p>The Head of Reducing Reoffending is engaging with OMU and other partners to reintroduce discharge boards at the 12-week pre-release point to identify any gaps for individuals in terms of work readiness, accommodation, finance benefit and debt.</p> <p>A Senior Probation Officer will start in post at HMP the Mount in August 2022 to oversee the resettlement process and discharge boards, working closely with the housing and employment teams. There is a monthly multi-disciplinary Interdepartmental Risk Management Team (IRMT) meeting operating to discuss and plan high risk releases.</p> <p>Chaplaincy will introduce a new process to support resettlement outcomes for prisoners with faith by using The Welcome Directory Initiative. The directory and accompanying guidance is a means of introducing prisoners to faith groups and churches who are trained and prepared to receive and encourage those leaving prison.</p>	Governor	<p>December 2022</p> <p>September 2022</p> <p>November 2022</p>
7.10	<p>Key concern 1.46: In our survey, only 15% said staff encouraged them to keep in touch with family and friends. The visits provision was still not good enough</p>	Agreed	<p>HMP The Mount currently offers both in-person social visits and video call visits.</p> <p>Since the inspection, the national online booking system for visits has resumed, allowing easier access to visits booking for all and making the visits booking system a more streamlined and fair process.</p>	Governor	November 2022



	<p>and the prison had not yet consulted prisoners or their visitors on how it could be improved. There were no additional visits for prisoners on the highest incentives level, which reduced the opportunities to motivate positive behaviour. Problems with the booking system meant that some visitors were turned away at the prison gate on the day of the visit.</p> <p>Recommendation: Leaders should encourage prisoners to maintain relationships with their family and friends and make sure they have easy access to regular visits. (To the governor)</p>		<p>There is a re-profiling exercise underway which includes social visit sessions throughout the week during the afternoon in addition to the weekend and evening visits currently in place. This will significantly increase the opportunities for visits to be booked, both in person and via video. The new profiles will be in place by November 2022.</p> <p>Visitors will be offered the opportunity to provide feedback about their experience through a survey issued from the visits centre. Prisoners will be able to provide feedback via a survey on the in-cell laptop. Operations Management and The Family Liaison Coordinator will collate, analyse and action any feedback given. The surveys will be issued completed every six months with the first survey taking place in July 2022.</p> <p>Since the inspection, HMP The Mount have re-introduced enhanced visit arrangements and family days. The first being in April 2022, with further dates scheduled for July and August 2022. Feedback will be sought from prisoners and visitors about their experience of visit arrangements and suggested improvements.</p>		
7.11	<p>Key concern 1.47: There was insufficient focus on, and opportunities for, sentence progression. Many prisoners waited far too long to receive a sentence plan, contact between (POMs) and prisoners was too infrequent and there was little evidence that POMs carried out structured one-to-one work with them.</p>	Agreed	<p>HMP The Mount offers Building Better Relationships (BBR) and Thinking Skills Programme (TSP). Should another course be identified then the prisoners will be transferred as required.</p> <p>Prison Offender Managers (POMs) will be briefed via local training about sentence plan objectives reflecting identified risk and need, and the requirement for all sentence plans to include at least one offending behaviour target in order to reduce risk of reoffending.</p> <p>HMP The Mount will continue to adhere to the national Offending Behaviour Programme (OBP) COVID prioritisation which is a national directive. Until these restrictions are eased it will severely limit the number of prisoners who can access programmes.</p>	Governor	December 2022



	<p>There were few interventions, other than accredited offending behaviour programmes, to help prisoners reduce their risk and make progress.</p> <p>Recommendation: Prisoners should have a range of opportunities to demonstrate a reduction in their risk of harm and likelihood of reoffending and progress through their sentence, including structured contact with prison offender managers. (To the governor)</p>		<p>POMs will be developed to deliver one-to-one work which will be explored for all prisoners who do not meet risk/need for accredited programmes. A Duty POM system has been introduced to address OMU related issues and support better communication with staff and prisoners where the allocated POM is not available. Prisoners can make an application through the in-cell laptops.</p> <p>The OMU will be reconfigured to a 'pod system' in which POMs and OMU administrators work with a caseload in teams. This will support better oversight of complex cases and more efficient management of the offender journey and case queries.</p> <p>Key workers will record meetings, discussions and progress on NOMIS which will be appraised as part of on-going quality assurance and practice improvement work. The Senior Probation Officer will quality assure 10% on a monthly basis. The key worker role is a supportive role. If an individual has a dedicated Prison Offender Manager, the key worker will work closely and collaboratively with them both to ensure progress is being made on the sentence plan.</p> <p>The Psychology team will complete one to one work aimed at reducing risk of reoffending. This will be in limited cases, most often for prisoners who are on indeterminate sentences and subject to Parole where risk remains high, but interventions have already been completed or are not appropriate.</p> <p>Chaplaincy will run the Sycamore Tree course which focusses on victim awareness.</p>		<p>January 2023</p> <p>August 2023</p> <p>February 2023</p>
Recommendations					
7.12	<p>Recommendation 3.17: The prison should develop and introduce a comprehensive model of rewards and incentives to motivate prisoners' good behaviour and give them a clear pathway for</p>	Agreed	<p>HMP Mount will engage with staff and prisoners to inform a new Incentive Policy. This will be supported by a re-profile and a new regime to incorporate increased time out of cell for good behaviour. Other additional incentives that will be made available will be family days, enhanced clothing parcels and ROTLs.</p> <p>Incentive Forums will be introduced to meaningfully engage with prisoners to identify any further suggestions on rewarding good behaviour with a clear pathway for progression.</p>	Governor	November 2022



	progression while there. (To the governor)				
7.13	Recommendation 4.35: Professional interpreting services should be used more frequently, particularly where disclosure and confidentiality are central considerations. (To the governor)	Agreed	<p>HMP The Mount has access to conference phone facilities and professional interpreting services.</p> <p>Translation services such as Big Word will be promoted in all departments. How to access Big Word and the importance of using the resource will be included as part of the staff induction process. Posters and awareness material about translation services will be made more visible for prisoners and staff in key areas, such as the Induction Wing and Reception.</p> <p>Additional hands-free conferencing phones will be purchased to allow all departments easy access to translation services such as Big Word. Use of translation services will continue to be analysed and reported via the monthly Diversity and Inclusion Meeting.</p>	Governor	October 2022
7.14	Recommendation 4.69: All transfers under the Mental Health Act should be completed within the current NHS England and NHS Improvement guidelines. (To the governor)	Agreed	<p>HMPPS and NHS England and Improvement are fully committed to the 28-day timeframe, working together to improve the transfer and remission process, ensure delays are reduced and avoid prison being used inappropriately. In the White Paper 'Reforming the Mental Health Act', the Government committed to introducing a new statutory time limit of 28 days for transfers from prison to mental health hospitals following the NHS England and Improvement Transfer and Remission Guidance published in June 2021, being properly embedded.</p> <p>Upon publication of the Guidance, NHS England » Guidance for the transfer and remission of adult prisoners and immigration removal centre detainees under the Mental Health Act 1983 NHS England and Improvement commenced an implementation programme including webinars and bespoke regional and provider focussed visits to ensure staff understand the changes made, key dates being monitored and escalation routes.</p> <p>NHS England and Improvement have also developed a new process for collecting and monitoring data on transfers. A data input portal has been running from April 2021, which enables providers to submit transfer and remission data. This is analysed to identify trends and areas where further improvement is needed to meet the 28-day timeframe set out in the guidance. Monitoring of the</p>	NHS England	April 2023



		<p>monthly data is ongoing and if timeframes are breached, targeted work will be carried out with local and regional teams and NHS funded providers. This data is not published as it is not possible to do so without potentially identifying individual patients/prisoners due to the small numbers in each establishment. Access to relevant data is available to commissioners and providers.</p> <p>The NHS Long Term Plan describes policy for mental health services which includes investment into community mental health services and alternatives to admission, to try and reduce the need for mental health inpatient care. The aim is to improve throughput across the whole pathway and consequently ensure appropriate access to mental health inpatient services when required. Additional investment in mental health services, £1bn per year by 2023/24, supports the ambition within the Long-Term Plan.</p> <p>There is an adequate supply of adult secure beds. The focus is on improving efficiency across the whole pathway, i.e., ensuring appropriate lengths of stay, reducing transitions, and thereby improving throughput. This will make better use of existing capacity across the whole system, including the pathway to and from prison.</p> <p>For adult medium and low secure beds, the 15 Adult Secure NHS-led Provider Collaboratives play a lead role in managing the patient pathway and addressing the needs of their local population whilst also being involved in strategic national commissioning and preserving the integrity of the overall secure estate.</p>		
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Recommendations	
Agreed	12
Partly Agreed	2
Not Agreed	0
Total	14

