



Action Plan: HMP & YOI Isis

Action Plan Submitted: 05 January 2023

A Response to the HMIP Inspection: 23 August – 16 September 2022

Report Published: 9 December 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 priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, 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.

ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP/YOI Isis

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1.1	<b>The level of violence was too high.</b> Measures to tackle violence were largely restricted to limiting the regime offer which was not sustainable.	<p>HMP &amp; YOI Isis will create a needs-based Violence Reduction strategy. It will encompass all factors leading to violent behaviour, including the needs of prisoners, how the prison will meet these needs and how it will work to reduce violence. Consultations with both staff and prisoners have commenced.</p> <p>Terms of Reference (TOR) and the agenda have been amended for the weekly Residential Support meeting and the meeting is now twice weekly. The meeting has been renamed to the Safer Communities meeting and has now led to a sustained improvement in attendance. The meeting coordinates intelligence and information across departments to drive improved proactive decision making in response to and to prevent violence.</p> <p>To improve the analysis of violence the Violence Reduction log will be digitalised and discussed at monthly Safety Meetings. Actions will be tracked and monitored via this forum.</p> <p>The quality assurance of Challenge, Support and Intervention Plans (CSIP) will be prioritised to help support those at risk of violent behaviours and to achieve required nationally recognised standards. All current CSIPs will be quality assured monthly. Individual training to all CSIP case managers will be provided by Forensic Psychologists.</p> <p>Recode Training will be delivered to staff and prisoners with the aim of improving communication to reduce incidents of violence against staff.</p> <p>Trauma informed approach training will be delivered to all staff in prisoner-facing roles via a training video and face to face sessions.</p> <p>Conflict Coaches will be recruited, trained and deployed to increase peer led restorative approaches</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>March 2023</p> <p>Completed</p> <p>March 2023</p> <p>March 2023</p> <p>April 2023</p> <p>April 2023</p> <p>March 2023</p>
1.2	<b>Most prisoners had too little time out of their cells.</b>	<p>HMP &amp; YOI Isis will remove the two cohorts which exist on most spurs in the establishment. This will increase the time out of cell by reducing the requirement to provide a regime to two separate groups of prisoners on each spur each day. The change will also improve time out of cell at weekends.</p> <p>Time for learners in vocational workshops will be increased from two sessions to four and the changes to the regime delivery on the houseblocks will mean learners can attend every session without it affecting their regime.</p> <p>Data analysed since the inspection shows that the library is now well attended with over 500 visits per month. The process for accessing the library was publicised at the prisoner council meeting in December.</p> <p>A data tracker will be better utilised to carry out assurance checks to both better capture data and evidence individual time out of cell.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>April 2023</p> <p>Completed</p> <p>April 2023</p>



		Regime Monitoring forms will be created to better track time out of cell and prisoner movements.	The Governor	April 2023
1.3	<b>The curriculum did not meet the resettlement needs of prisoners, with the range of activities too narrow to lead to sustainable employment on release.</b>	<p>A needs analysis is underway to inform the annual delivery plan (ADP) which will include prisoner input.</p> <p>Further work will be undertaken to strengthen the relationship between the ADP and employment opportunities upon release.</p> <p>Where available qualifications are limited to Level 1 there will be a clear employment pathway aligned to the qualification and work undertaken.</p> <p>The peer mentor role will be re-written to support the new model of delivery, peer mentors will be placed in areas of the prison to support learners with independent study rather than in classrooms with small numbers of learners.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p>
1.4	<b>Prisoners were not supported to progress through their sentence plans.</b> There was too little contact with prison offender managers, hardly any key work and not enough places on interventions to address offending behaviour.	<p>Prison Offender Managers (POM's) will now be present at induction. This will provide prisoners with information regarding the functioning of the Offender Management Unit (OMU) and set realistic expectations of support available. It will also enable prisoners to start to develop a relationship with the department, as well as raise the profile of the work conducted by OMU.</p> <p>Weekly OMU triage surgeries will be held in each house block, on a rota basis, by case administrators. This will minimise generic requests and allow POMs to focus on risk-based tasks and increase contact with prisoners.</p> <p>There are now 1.5 Senior Probation Officers (SPOs) in post, and they will ensure that all cases are allocated within 48 hours to prevent delays in the sentence planning process.</p> <p>Monthly supervision will take place with all POMs in which release dates and cases will be discussed to ensure release planning arrangements are in place.</p> <p>OMU will create an information file outlining their work and processes of the department. This will be available throughout the establishment and will also be in an easy read format.</p> <p>OMU representatives will be available on each house block to feedback general concerns to a designated POM. This will subsequently feed into team meetings and OMU strategies.</p> <p>Representatives from OMU and Reducing Reoffending departments will attend retrospective monthly team meetings to develop relationships and improve communications. This will enable POM's to be involved in prisoner progress and support with sentence plans.</p> <p>An interventions/resettlement handbook will be developed, this will provide POMs with updated information regarding interventions available within the establishment and include tailor made sentence plans.</p> <p>An ID and Banking role to assist with valid ID requirements and bank accounts at the point of release is now in post.</p> <p>A review of interventions is underway alongside an updated needs analysis from data sources available.</p> <p>HMP &amp; YOI Isis will improve the delivery of key work at the establishment, this will be increased incrementally subject to an improvement in resources. The prison will also improve the recording of all supportive conversations</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>Completed</p> <p>April 2023</p> <p>July 2023</p>



		which occur between officers and prisoners. A target will be set for all prisoners to have at least one weekly meaningful conversation recorded on NOMIS case notes.		
1.5	<b>Release planning was not reliable, timely or effective.</b>	<p>There are now 1.5 Senior Probation Officers (SPOs) in post, and they will ensure that all cases are allocated within 48 hours to prevent delays in the sentence planning process.</p> <p>Monthly supervision will take place with all POMs in which release dates and cases will be discussed to ensure release planning arrangements are in place.</p> <p>All high-risk prisoners being released will be discussed at the Inter Departmental Risk Management (IDRM) at nine, six and three months prior to release to ensure suitable arrangements are in place. A monthly report will be produced to ensure this takes place, the reasons for any that are screened out will be recorded on the Digital Prison System (DPS) and meeting minutes.</p> <p>The SPO will escalate with the Community SPO where there is no Community Offender Manager (COM) allocated at 10 months pre-release.</p> <p>POMs will now be present at induction. This will provide prisoners with information regarding the functioning of the Offender Management Unit (OMU) and set realistic expectations of support available. It will also enable prisoners to start to develop a relationship with the department, as well as raise the profile of the work conducted by OMU.</p> <p>Weekly OMU triage surgeries will be held in each house block, on a rota basis, by case administrators. This will minimise generic requests and allow POMs to focus on risk-based tasks and increase contact with prisoners.</p> <p>An ID and Banking role to assist with valid ID requirements and bank accounts at the point of release is now in post.</p> <p>A Department of Works and Pensions (DWP) representative is now attending the establishment weekly to support with benefits upon release.</p> <p>SPOs will hold monthly meetings with the Head of Reducing Re-offending and Resettlement to discuss any staffing issues, interventions and cases of concern.</p> <p>Resettlement workers will be invited to OMU team meetings to improve relationships between POMs and resettlement team and to ensure that there is no duplication of work.</p> <p>A new and improved Resettlement pack was issued in December to provide information and support in terms of services available.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>Completed</p> <p>Completed</p> <p>April 2023</p> <p>April 2023</p> <p>Completed</p>
	<b>Key concerns</b>			
1.6	<b>Leaders did not have strategies or action plans to monitor progress in areas of key risk such as safety and reducing reoffending.</b>	Safety and Reducing Reoffending strategies and associated action plans have been drafted, they are currently being evaluated to ensure they cover the key risks at the prison effectively. Once the evaluation is completed, they will be published throughout the establishment via bulletins and meetings.	The Governor	April 2023



1.7	<b>The incentives policy was not applied consistently, and many prisoners felt the scheme was unfair and had lost confidence in it.</b>	The Incentives policy is currently being reviewed, once finalised the policy will be publicised to improve awareness and the recording of the "instant reward" scheme.	The Governor	April 2023
		All current Incentive levels will also be reviewed by managers and will be recorded on NOMIS case notes.	The Governor	April 2023
		Although quality assurance was already in place via prisoner and incentive policy forums, the prison will strengthen this through further discussion on what actions can be taken to improve confidence in the system and create an action plan to address these.	The Governor	April 2023
1.8	<b>Cleaning standards were poor in residential areas and cells needed redecoration.</b>	Fortnightly inspections of houseblocks now take place by residential managers, with results and deficiencies shared with staff. Twice weekly random assurance checks of cells have been introduced by the Deputy Governor and a quarterly reward for consistently cleanest spurs have also been implemented.	The Governor	Completed
		The condition of cells is now recorded by managers in monthly assurance reports and formal painting programmes have been introduced.	The Governor	Completed
		Stocks of cell equipment, painting, and cleaning materials as well as the number of painters and maintenance orderlies available are checked within the morning operational briefing on a weekly basis.	The Governor	Completed
1.9	<b>Pharmacists were not available to consult with individual prisoners about their medication, oversight of stock medicines was insufficient, and delivery of in-possession medicines at the cell door was not in line with safe and effective practice guidance.</b>	The delivery of in-possession medicines now takes place at the medicines hatch in line with safe and effective practice guidance.	The Governor/ Oxleas NHS Foundation Trust	Completed
		The prison will recommence medication use reviews (MUR) in February enabling patients the opportunity to discuss their medicines, both prescribed and non-prescribed along with addressing any adherence concerns. The availability of the reviews will be published via Health newsletters and bulletins. In addition, the pharmacy will run a minor ailments clinic.	The Governor/ Oxleas NHS Foundation Trust	March 2023
		The process of accessing and recording "out of hours" medication has been reviewed and the standard operating procedure (SOP) updated. A record-keeping template to ensure all medication accessed out of hours is recorded and auditable has been introduced. This has helped to improve the delivery of medicines management, patient experience and improve oversight.	The Governor/ Oxleas NHS Foundation Trust	Completed
		Training has been delivered to all nursing staff about the administration of prescription-only medication from the out-of-hours cabinet.	The Governor/ Oxleas NHS Foundation Trust	Completed
1.10	<b>Too many prisoners did not achieve their qualifications, and workshop time was insufficient to achieve the practical aspects of their course.</b>	HMP & YOI Isis have doubled the opportunity for prisoners to attain practical aspects of their course in vocational workshops, this has also led to qualifications being achieved in a more timely manner.	The Governor	Completed
		Weekly exams have now been implemented, this has also increased the opportunity to increase qualifications and improved attendance at activities.	The Governor	Completed
		Assurance processes have been improved to better track the support teachers are giving to prisoners on their case load, this is also now linked to qualification achievement.	The Governor	Completed
1.11	<b>Prisoners did not complete the education work set for them to do in their residential wings and tutors were not active in supporting them to progress with their learning.</b>	Assurance processes have been improved to better track the support teachers are giving to prisoners on their case load. The Learning & Skills manager is assuring progress records and providing feedback to Education managers as part of the monthly Educational Development Plan (EDP) meeting.	The Governor	Completed



		The weekly Activities Attendance Allocation meeting is now being utilised to oversee progress and engage residential managers in supporting prisoners progress with their learning.	The Governor	Completed
1.12	<b>Careers education, information advice and guidance for prisoners were insufficient.</b>	Information Advice and Guidance (IAG) provision will now be concentrated to the core careers guidance role. This will maximise their impact on those being released and to ensure the necessary information is provided upon arrival. This allows informed choices to be made about work and education opportunities while at HMP & YOI Isis.	The Governor	Completed
1.13	<b>There was too much variation in the quality of teaching across education, skills and work.</b>	A formal review has taken place of the quality of teaching across the establishment, an action plan has been subsequently generated to address the concerns raised. The actions are discussed and monitored at monthly Education Performance meetings (EPM).	The Governor	April 2023 and ongoing.
1.14	<b>The public were not always protected from prisoners held at Isis.</b> Monitoring to identify risks was unreliable, breaches of court orders took place without consequences, and there were no routine assessments and restrictions on prisoners who potentially presented a risk to children.	<p>A Public Protection Steering Group (PPSG) will commence in January, convening on a quarterly basis. This will be the forum to identify a process for reporting breaches of court orders and ensuring restrictions are being utilised effectively.</p> <p>Potential persons posing a risk to children (PPRC) are also to be discussed at the PPSG to ensure a multidisciplinary decision can be taken on routine assessments and restrictions required.</p> <p>Probation POMs are now checking the monitoring of prisoners where there are serious concerns as an assurance process. Feedback will be given on any findings to the PPSG which will allow any training needs that may be identified to be developed.</p> <p>All high-risk prisoners being released will be discussed at the Inter Departmental Risk Management (IDRM) at nine, six and three months prior to release to ensure suitable restrictions are in place.</p> <p>Training for Heads of Offender Management Services and Delivery covering the interception of communications by the Investigatory Powers Commissioner's Office (IPCO) has commenced. SPOs will also deliver training on coercive and controlling behaviour to staff responsible for phone monitoring.</p> <p>All Offender managers have been given access to a Multi-Agency Public Protection Arrangements (MAPPA) website which has a forum for questions and allows the sharing of best practice. This will increase knowledge of risk, monitoring options, increase confidence and legal framework guidance.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>Completed</p>
1.15	<b>Not all prisoners had reliable support to manage their finances, benefits and debts.</b>	<p>A Department of Works and Pensions (DWP) representative is now attending the establishment weekly to support with benefits upon release.</p> <p>Only Connect, a criminal justice charity, are now delivering mentoring and a course called Love and Money at the establishment.</p> <p>An ID and Banking role to assist with valid ID requirements and bank accounts at the point of release is now in post.</p> <p>A new and improved Resettlement pack was issued in December to provide information and support in terms of services available.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



