



HM Prison &
Probation Service

Action Plan: HMP Dartmoor

Action Plan Submitted: 04 October 2023

A Response to the HMIP Inspection: 19 June – 06 July 2023

Report Published: 09 October 2023

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 His 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: HMIP REPORT

ESTABLISHMENT: HMP DARTMOOR

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>Oversight and monitoring of key areas, such as the implementation of the regime, reporting of violence, self-harm, and other incidents, scheduling of visits and delivery of education, was weak.</p> <p>This meant that leaders were often unaware when key services were withdrawn from prisoners.</p>	<p>The Head of Business Assurance will improve the oversight and monitoring of key areas by:</p> <ul style="list-style-type: none"> • Implementing an Assurance Framework to allow the Governor and Senior Leadership Team (SLT) to have clear lines of assurance for all aspects of delivery and data integrity. • Monitoring performance data for all key areas at the monthly Performance and Assurance and SLT meetings, and at the Education Performance Meeting (EPM) with the contract provider. • Predicting the delivery of the regime and key services at the weekly Regime Planning meeting, including the provision for visits and exercise, that will be communicated to all areas in advance to allow managers to prepare for the delivery of services in their respective areas. • The Heads of Safety and Security will ensure all incidents, including violence and self-harm are reported and recorded correctly through daily and weekly assurance checks. This will ensure analysts have accurate local data that can be presented to the monthly safety and security meetings to allow for improved strategic oversight of these key areas. 	Governor	<p>January 2024</p> <p>January 2024</p> <p>November 2023</p> <p>January 2024</p>
2	<p>The daily routine did not run consistently; key elements, including access to</p>	<p>The Head of Residence and Services will explore ways to improve the daily regime offer available to prisoners, and improve the consistency of its delivery by:</p>	Governor	



	<p>outside exercise, showers, and association with peers, were often curtailed.</p>	<ul style="list-style-type: none"> • Reviewing the core day delivery as part of the wider staff reprofiling exercise, to ensure the regime maximises time out of cell for prisoners, offering time in the open air, improved access to shower facilities and the opportunity to associate with others. • The Regime Management Plan (RMP) will be reviewed as part of the staff reprofiling exercise, ensuring that key elements of the regime are only affected as a last possible resort. • The Head of Residence and Services and Residential CMs will complete weekly assurance checks to ensure wing staff are adhering to the published regime, ensuring prisoners are unlocked at the published times so they can receive and access their daily entitlements. Additionally, the prison will carry out six monthly prisoner surveys as part of ongoing engagement with the population, asking them about regime delivery and how often they can access key services. • Any daily curtailments to the regime will have to be authorised by the Duty Governor, who will record the reasons why in a defensible decision log contained within the daily operational brief. • The regime and any curtailments or slippage will be monitored at the monthly Performance and Assurance Meeting. 		<p>February 2024</p> <p>February 2024</p> <p>November 2023</p> <p>November 2023</p> <p>February 2024</p>
3	<p>A protracted period of staffing shortfalls was affecting access and waiting times for health care, particularly dental services, and primary care. Seven months after the transfer of services, the new provider did not have a comprehensive understanding of the</p>	<p>The Health Provider (Oxleas) and NHS England will improve access to health services and reduce waiting times by:</p> <ul style="list-style-type: none"> • The final Healthcare model following Consultation has now been shared with the Head of Healthcare, that identifies the current vacancies in the department. Recruitment has commenced for all identified posts, including Primary Care, Pharmacy and Administrative roles. • A new Oxleas Recruitment and Retention Resource Officer is now in post who will support the recruitment process, and the rolling recruitment campaign for all vacancies. • Oxleas will continue to work with sub-contractors to ensure that vacancies are advertised to deliver the agreed provision. 	Health Provider/ Governor	March 2024



	staffing profile or vacancies.	<ul style="list-style-type: none"> To ensure that the needs of the population are met Oxleas by will identify where additional provision or clinics are required to meet demand and raise this with NHS England commissioners to request additional resources. Monitoring and ensure compliance against the contract including resources and waiting times, are reported on, analysed, and discussed monthly between NHS England and the healthcare provider. Performance is also reviewed in the Local Delivery Quality Board (LDQB), chaired by the Governor where partners can escalate any challenges relating to delivery. Updates and escalation will go to the quarterly Prison Health Partnership Board attended by the Prison Group Director (PGD) and Head of Health and Justice Commissioning Southwest. 		
4	Leaders did not understand the education needs of the population well enough. They did not offer enough spaces for meaningful purposeful activity that met prisoners' needs.	<p>The Head of Reducing Reoffending and the Education Provider (Weston College) will improve the understanding of the population's education needs, and increase purposeful activity spaces by:</p> <ul style="list-style-type: none"> The prison and the education provider will review the Annual Delivery Plan (ADP) to ensure it meets the needs of the population and apply for a contract change, supported by the contract management team, which will then be presented to the change panel. Reviewing the Education Skills and Work (ESW) needs analysis by October 2023, and the Reducing Reoffending (RR) needs analysis by January 2024, to gain a better understanding of the current populations needs to identify where improvements can be made to the provision. On completion of the needs analysis, the findings will be shared with all departments and stakeholders, and the ESW and RR action plans will be aligned, allowing a more holistic approach that will improve accountability and outcomes for prisoners. The ESW provision will be monitored through weekly and monthly assurance checks by Weston College and Head of ESW, monitoring starts, attendance, and achievements from the CURIOUS database. 	Education Provider/ Governor	<p>February 2024</p> <p>February 2024</p> <p>February 2024</p> <p>February 2024</p>



		<ul style="list-style-type: none"> Increasing the amount of purposeful activity spaces through part time working models, and ensuring all available workshops are maximised through the allocations process. Continuing to work with Public Sector Prison Industries (PSPI) to ensure all available workshops come online at the earliest opportunity. Quality assurance and targets for improvement will be documented, monitored, and tracked at the monthly Quality Improvement Group (QIG) and Education Performance Meeting (EPM), and quarterly through the Reducing Reoffending (RR) and PEF meetings. 		<p>December 2023</p> <p>February 2024</p> <p>February 2024</p>
5	Prisoners' achievements across education, skills and work were low and there was no effective strategy to improve them.	<p>The Learning, Skills, and Education Manager (LSEM) and Weston College will improve achievements in education, skills, and work by:</p> <ul style="list-style-type: none"> The prison and Weston College will review the Annual Delivery Plan (ADP) to ensure it improves achievements by changing the delivery methodology. This will allow the education provider to increase the current provision of English and Mathematics to reduce the current backlog, so from April 2024 the ADP can focus on higher level qualifications. The ESW needs analysis will allow the prison to gain a comprehensive understanding of the prison population's educational attainment levels, employment history, and future employment aspirations, to inform the curriculum and purposeful activity offer, so they are appropriately challenging, allowing prisoners to develop and progress their skills required for resettlement. Reviewing the current curriculum following the review of the ADP and completion of the ESW analysis, in collaboration with industries, external work, employment, learning and skills, neurodiversity and Careers Information Advice and Guidance (CIAG) teams. Reviewing the prisons ESW strategy to set an ambitious, broad curriculum strategy and intent. 	Education Provider/ Governor	<p>April 2024</p> <p>April 2024</p> <p>April 2024</p> <p>February 2024</p>



		<ul style="list-style-type: none"> • Complete rapid screeners for prisoners as part of the induction programme, to identify needs prior to commencing an educational course or being allocated to a workplace, with the information being shared with tutors and instructors. • Ensure prisoners are appropriately allocated to an education or work placement that takes into consideration their goals and aspirations. • Support trainers in developing their skills, and increase their understanding of how to identify, measure and record the progress prisoners have made, to ensure the attainments achieved are recorded for future resettlement. • The Reading Strategy will be reviewed and relaunched, to ensure a whole-prison approach to reading. • Quality assurance and targets for improvement will be documented, monitored, and tracked at the QIG, RR and PEF meetings. 		<p>December 2023</p> <p>December 2023 February 2024</p> <p>February 2024 April 2024</p>
	Key concerns			
6	Large amounts of drugs were coming into the prison.	<p>The Head of Security and Operations will aim to reduce drugs entering the prison by:</p> <ul style="list-style-type: none"> • Continuously monitoring security intelligence to identify emerging threats and trends through the monthly Local Tactical Assessment (LTA) and Local Tactical Board (LTB), so key priorities and threats can be identified, and resources deployed accordingly. • Multi-agency partnership working with Devon and Cornwall Police to ensure that robust action is taken for any persons involved in the conveyance of drugs into the establishment. • Photocopying 100% of all incoming social mail to prisoners. • Conducting staff searches, covert testing of practices and procedures, and searching of visitors by the Active Drug Dog. • Reviewing the current CCTV provision to identify areas of weakness within the system, then submitting an Estates Investment Proposal for the required upgrades. 	Governor	January 2024



		<ul style="list-style-type: none"> • As part of the reprofiling exercise and review of the RMP the prison will look to increase the provision of suspicion drug testing. • Residential Custodial Managers (CMs) and Supervisors will ensure medication queues are well managed and properly supervised to prevent the diversion and 'palming' of medicines. • Referring all prisoners identified as using, or caught with drugs, to the substance misuse treatment provider, to offer them appropriate support to stop using drugs, and reduce the demand for drugs at the prison. • Strategic monitoring of supply/reduction measures will be discussed at the monthly LTA and security meetings to monitor improvements and raise actions to address emerging trends. 		
7	<p>The prison had increased its population by overcrowding 49 cells, which meant that 98 prisoners now lived in cramped conditions.</p>	<p>Accommodating two prisoners in a cell designed for one is never desirable but continues to be necessary across the estate in order to accommodate all those committed to custody by the courts.</p> <p>HMPPS is delivering 20,000 additional, modern uncrowded prison places, the largest prison build programme in a century, ensuring the right conditions are in place to rehabilitate prisoners, helping to cut crime and protect the public. There may be options in future to further reduce crowding levels, for example if population growth is slower than projected and there is sufficient headroom in the estate. This would enable targeted reductions of the least suitable prison places (including crowded places), but it is not possible to commit to this based on the latest projected population. Furthermore, it is also difficult to predict how these national trends will play out at a local level and the proportion of prisoners held in crowded cells at HMP Dartmoor will always ultimately depend on regional population levels and demand.</p> <p>In Spring 2022, HMPPS published a revised framework for the certification of prisoner accommodation, from which the useable operational capacity of the estate is derived. While most single cells in the prison system could physically hold two people, the determination of the maximum crowded capacity of a particular establishment is a matter of operational judgement, considering risks to safety and stability. In times of severe</p>	HMPPS/PGD/ Governor	Complete



		<p>population pressure, establishments will be expected to hold as many prisoners as they can safely accommodate, but equally clear that that number should be determined by the operational managers responsible for managing the prison, not by a central process or by wider supply and demand issues.</p> <p>HMPPS, the Prison Group Director (PGD), and the Governor will continue to review operational capacity at HMP Dartmoor in line with the revised framework for the certification of prisoner accommodation to reduce overcrowding where/if possible.</p>		Complete
8	<p>Support for several minority groups was poor and understanding of their needs was undermined by the lack of rigour in discrimination incident report form investigations.</p>	<p>The Head of Safer Custody and Equalities (SC&E) will improve the support available to prisoners with Protected Characteristics (PC) by:</p> <ul style="list-style-type: none"> • SLT leads have been identified for each of the PC; a timetable of forum groups has been published and compliance with this expectation will be monitored through the bi-monthly Diversity and Inclusion Action Team (DIAT) meeting. • Prisoner representatives will be identified to support PC groups across all residential areas, who can feedback any concerns raised by prisoners in their area to the Head of SC&E and the dedicated Equalities officer. • Increasing the amount of enrichment activities available for prisoners unable to work or who are retired. • Increasing the support available to transgender prisoners, including linking in with a female prison to share prison shop facilities and clothes ordering arrangements. • Supporting and upskilling managers with the completion of Discrimination Incident Report Forms (DIRFS), ensuring there is ongoing compliance in line with expectations within the toolkits available. Additional training support has also been requested from HMPPS diversity and inclusion team. • The Deputy Governor and the Head of SC&E will complete monthly Quality Assurance (QA) checks of all DIRFs submitted, with additional external checks carried out by 'Bethchange' (a local community interest company). Feedback and guidance will be provided to all staff following the subsequent completion of any DIRF. 	Governor	<p>Complete</p> <p>November 2023</p> <p>January 2024</p> <p>November 2023</p> <p>January 2023</p> <p>Complete</p>



		<ul style="list-style-type: none"> • Strategic monitoring of Diversity and Inclusion measures will be discussed at the DIAT meeting, to monitor improvements and ensure actions within the action plan are tracked and completed within acceptable timeframes. • Delivering cultural awareness training to all staff. 		<p>Complete</p> <p>November 2023</p>
9	The health care environment was not fit for purpose, with very little refurbishment or repairs having been undertaken for many years, and the rooms used for clinical interventions were unsafe for practice.	<p>To improve the health care environment the Governor and Oxleas will:</p> <ul style="list-style-type: none"> • Undertake a review of the environment against the provision need, and where required compose a business case in conjunction with NHS England commissioners for capital investment from MOJ property. • Ensuring there are safe systems of work for health care areas. • Implementing an adequate cleaning regime, including regular and timely disposal of clinical waste. • Ensuring the stairlift to the health care unit is consistently working, allowing prisoners with mobility issues to access the unit. • Ensure medicines in F wing treatment unit are appropriately secured. • Monitoring improvements of the healthcare environment and ensuring compliance with Care Quality Commission (CQC) regulations will be discussed monthly between NHS England and the healthcare provider. 	Health Provider/ Governor	January 2024
10	Leaders had not successfully managed prisoners' attendance at education, skills, or work activities.	<p>The Head of Reducing Reoffending and Weston College will improve attendance at ESW activities by:</p> <ul style="list-style-type: none"> • A monthly allocations board, chaired by the LSEM, will be introduced from October 2023. Operational residential officers will form part of the board, to promote and encouragement prisoner's attendance at ESW. • Reviewing all workshop risk assessments to maximise the capacity within each workshop. The Industries Manager will work closely with the Activities Hub to ensure 100% of spaces are allocated to prisoners. 	Governor/ Education Provider	December 2023



		<ul style="list-style-type: none"> • Completing recruitment drives to fill long-term vacancies, to increase the available provision. Attendance management processes are being improved, and regular contractual meetings will be held each month between providers and stakeholders to ensure shortfalls are managed more effectively. • Timetabling for the industries team has been introduced from September 2023, planning a month in advance to ensure any shortfalls are covered so workshops are not closed. • Discussing activity spaces and attendance at the morning operational briefing to determine any barriers to attendance, and by monitoring weekly attendance figures (locally and nationally) using the regimes dashboard to ensure there is an accurate data capture of attendance figures. • Residential CMs will work with residential staff so they understand the benefits of prisoners attending an activity, adhere to the published core day timings, and have a continued focus on activity attendance. Activity attendance figures will be monitored weekly, through assurance checks by the Head of RR and activities CM. • Reviewing the pay policy to ensure it incentivises attendance at activities. • Attendance and reasons for non-attendance will be monitored and tracked at the QIG, EPM, RR and PEF meetings. 		
11	Leaders had not ensured that careers information, advice and guidance were effective and informed a coherent plan for prisoners to develop the knowledge, skills, and behaviour they needed to be successful in their next steps.	<p>The Head of Reducing Reoffending and Weston College will improve the Careers Information, Advice and Guidance (CIAG) prisoners are given by:</p> <ul style="list-style-type: none"> • The ESW timetable will be amended so the education provider can provide prisoners initial assessment scores to the CIAG team in advance of their interviews with them. • The education provider will recruit an Induction Teacher to improve the quality of induction assessments provided to the CIAG team. • The LSEM will share the ESW needs analysis, refreshed ADP and the previous year's Self-Assessment Report (SAR) with the CIAG team to ensure all areas of provision are aligned, and that the service provided inform a coherent plan towards a prisoner's next steps. 	Governor/Education Provider	January 2024



		<ul style="list-style-type: none"> The CIAG provider will arrange additional training by their quality team by November 2023, to improve the quality of Individual Prisoner Learning Plans. Commencing bi-monthly reviews from October 2023 between the prisoner, CIAG advisor and activities manager, to ensure correct allocation to an activity, and they have a coherent IPLP in place. The CIAG provision will be monitored monthly by the LSEM, and information between departments such as Education and Industries further shared. The CIAG area manager will dip sample 5 IPLP's per month, support the on-site advisor, and report findings at the monthly meeting with the LSEM. If no improvement the LSEM will escalate to the contract management team for a review at the quarterly governance meeting with the CIAG provider. 		
12	<p>Support for children and families had deteriorated. Social visits were underused, the visits booking line had been suspended, and leaders were not monitoring the impact of this.</p>	<p>The Heads of Business Assurance and Reducing Reoffending will improve the support available for children and families by:</p> <ul style="list-style-type: none"> Ensuring the visit's booking line is continually staffed during weekday business hours. The prison has included this on their business-critical task list to monitor delivery. Working collaboratively with the Prison Advice and Care Trust (PACT), the visits provider, to improve access to visits and the overall visitors experience, surveying prisoners and their visitors to determine where improvements could be made. Providing regular updates on the prisons 'Twitter' page about the visits provision, including promotion of the assisted visits scheme and other financial support available from PACT. Publishing and advertising a full timetable of family visits from January 2024 for the year ahead, and each year thereafter, that will allow families to plan their visits. Completing an annual RR survey that includes gathering data on visits, including the visits experience and reasons for non-attendance; this information will contribute to the annual RR action plan under the Families and Significant Others pathway. Continuing to promote and support prisoners to record stories for their children through Storybook Dads. 	Governor	<p>October 2023 January 2024</p> <p>Complete</p> <p>January 2024 January 2024</p> <p>Complete</p>



		<ul style="list-style-type: none"> Review the current provision and access times of secure video calls to make them more suitable for prisoners to contact friends and family. Continuing to monitor visits attendance/uptake, making it an agenda item at the RR meeting; this will include reviewing the demand against capacity. 		<p>January 2024</p> <p>January 2024</p>
13	Staff were unaware of their responsibility to monitor prisoners' mail, which meant that some prisoners had sent and received post without the necessary safeguards in place.	<p>The Heads of Offender Management and Security and Operations will ensure that the correspondence of prisoners subject to public protection monitoring is appropriately monitored by:</p> <ul style="list-style-type: none"> Training and advice will be provided to all Operational Support Grades (OSG's) who deal with correspondence, to ensure adherence with the correct guidelines. All OSG's will be given the relevant access to online public protection monitoring documents, in the interim, hard copies of those being monitored are being provided for staff without access, and a full guide to identifying and follow up actions for monitoring have been provided at each workstation. OMU Hub Managers will undertake daily checks to ensure all staff in the post room are aware of the arrangements and procedures. Weekly quality assurance checks will be completed by Security CMs and the Head of Security and Operations to ensure understanding and compliance. 	Governor	<p>March 2024</p> <p>October 2023</p> <p>October 2023</p> <p>March 2024</p>

