



HM Prison &
Probation Service

Action Plan: HMP Onley

Action Plan Submitted: 29 September 2022

A Response to the: HMIP Inspection 23 – 24 May and 6 –10 June 2022

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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.



ESTABLISHMENT: HMP ONLEY

[illegible]

		<p>offering more flexible working options for prison officers and operational support grades (OSGs).</p> <ul style="list-style-type: none"> • The Advance to Justice initiative, offering relocation and other expenses to people leaving the armed forces to encourage them to become prison officers. • Continue to champion the Unlocked Graduates scheme, working closely with the mentor and six new recently recruited prison officers. • Two New Colleague Mentors will be appointed to support new and existing staff. • Providing group supervision sessions for all band three prison officers through the locally designed Prison Officer Professional Development (POPD) initiative. <p>HMP Onley have submitted and had approved a Work Force Planning Unit (WPU) request to regrade a proportion of band three instructor posts to band four. This will enable the delivery of qualifications in more areas and increase the salary for most instructor posts.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>October 2022</p> <p>Complete</p> <p>Complete</p>
2	Governance of medicines management was limited and lacked effective oversight.	<p>NHSE Commissioners have agreed an action plan with the Healthcare provider that includes the following:</p> <ul style="list-style-type: none"> • Review all standard operating procedures (SOP) for medicines management to include safe practice in the keeping of medicines • All pharmacy staff to be trained/refreshed on the revised SOP 	<p>Head of Healthcare / NHSE Health and Justice Commissioning - Midlands</p>	<p>Complete</p> <p>Complete</p>



		<ul style="list-style-type: none"> • Destruction of all old medicine stock in line with national guidance • A record to be kept of all medicine dispensed and disposed of • A revised cleaning schedule of the pharmacy area, including a quarterly deep cleaning process • The Pharmacy Technician to carry out a weekly stock check of all areas and any issues to be escalated to the Head of Healthcare • The Pharmacist to attend HMP Onley a minimum of three days per week <p>The NHSE Health and Justice Commissioner reviews this action plan fortnightly with the current provider and will continue to do so with the incoming provider.</p>		<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Ongoing</p>
3	<p>Prisoners did not have sufficient access to education, skills and work activities to improve their resettlement chances. More than half of prisoners were unemployed and spent too much time locked in cells. The allocations process was inefficient and leaders did not use classroom and workshop places well enough. Too few prisoners had the opportunity to complete accredited qualifications.</p>	<p>An immediate review of activity places and operational staffing resources has been completed. The number of activity spaces has now increased to allow more prisoners to participate in part-time activity.</p> <p>Attendance and punctuality will be improved; informed by a recent review of local processes to encourage punctual attendance (including through rewards and awards for successful completion of courses) and to challenge lateness / non-attendance.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>



		<p>All prisoners now complete an education or work induction where resettlement need targets are recorded on their Individual Learning Plans (ILP's) which are reviewed throughout their sentence and prior to release.</p>	Governor	Complete
		<p>HMP Onley will replace the current allocations system of allowing prisoners to apply for positions with a direct allocation process based on sentence plan needs.</p>	Governor	Complete
		<p>A full curriculum review will take place, underpinned by an updated needs analysis and in partnership with Education, Prison Industries and New Futures Network. The education provider will increase the provision of Mathematics.</p>	Governor	December 2022
		<p>Additional accredited qualifications are being explored in Industry areas such as Waste Management, Industrial Cleaning and the Gymnasium.</p>	Governor	December 2022
4	<p>The quality of education was inadequate. The curriculum was not planned effectively, or the delivery of subjects sequenced well enough, to enable prisoners to build on their skills, knowledge and behaviour.</p>	<p>The Learning and Skills Manager and the education provider will both carry out monthly learning walks and data analysis to monitor and improve the quality of learning in all areas. Summaries of findings and actions arising will be scrutinised within the monthly Quality Improvement Group meeting. The education provider will complete graded tutor observations</p>	Governor	Complete



		<p>and robustly manage through individual action plans where the quality of education is found to be below a 'good' standard.</p> <p>All prisoners now complete an education or work induction where they will be set appropriate targets through their ILP's or Progress in Workshop Trackers. These will be used to help sequence their progress through the regime and enable them to build on their skills, knowledge and behaviour.</p> <p>A full curriculum review will take place, underpinned by an updated needs analysis (see <i>Key Concern 3</i>).</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>December 2022</p>
5	<p>Prisoners were rightly frustrated that they could not make progress in addressing their offending behaviour. They had insufficient contact with prison offender managers and there was too little access to offending behaviour programmes.</p>	<p>An Offender Management Unit (OMU) Strategy will be introduced to outline the requirements for Prison Offender Manager (POM) to prisoner contact as follows:</p> <ul style="list-style-type: none"> • Prisoners will meet with a POM in the first two weeks of reception at HMP Onley • Prisoners who have more than twenty months left to serve from sentence will receive a minimum of three supervision sessions in the last three months of their handover date • Prisoners who have less than twenty months left to serve from sentence will receive a minimum of one supervision 	Governor	December 2022



		<p>Access to Offending Behaviour programmes has improved significantly now that HMP Onley can deliver in full group sizes following the lifting of Covid-19 restrictions. To ensure that the programmes, and the number of places offered, reflect the need of the population, a needs analysis will be undertaken.</p> <p>Prisoners are prioritised for attendance on groups in relation to their key dates (parole, release), and the level of risk they present. Where these dates cannot be accommodated at HMP Onley, transfers to alternative establishments will be prioritised.</p> <p>Waiting lists for Accredited Offending Behaviour Programmes will be monitored through monthly Reducing Reoffending meetings in order to assess whether the places available are sufficient.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2022</p> <p>Complete</p> <p>Complete</p>
	Key Concerns			
6	Some escorting arrangements were poor. We found prisoners who had taken over 24 hours on transfer from London.	Prison Escort and Custody Services (PECS) to instruct Serco (PECS Provider) to ensure that logistical planning of all Internal Prison Transfers are achievable in line with Schedule 32 prison reception times and agreed reasonable journey times.	PECS, HMPPS	Complete



7	Oversight and accountability for use of force against prisoners was not good enough.	All use of force (UoF) documentation is now Quality Assured by the Safety Custodial Manager on a monthly basis with feedback provided to staff and relevant actions taken where appropriate.	Governor	Complete
		10% of all incidents of UoF which have Body Worn Video Camera (BWVC) footage are now reviewed in the monthly UoF meeting.	Governor	Complete
		All incidents of baton use/baton being drawn are now reviewed during the monthly UoF meeting.	Governor	Complete
		All UoF incidences in which a prisoner raises a complaint are reviewed by the Head of Safety and action taken where appropriate.	Governor	Complete
8	The quality and amount of food provided for prisoners was poor.	HMP Onley have increased the daily food allowance per prisoner for 2022/23.	Governor	Complete
		The menu will be reviewed with support from the Regional Catering Manager to ensure it meets the population's dietary needs.	Governor	December 2022
		Quarterly prison forums will commence specifically engaging with prisoners about the quantity, quality and variety of food.	Governor	December 2022
		Comments made by the Duty Governor in the daily food check log will be reviewed on a monthly basis between the Head of Residence	Governor	Complete



		and the Catering Manager and any issues or trends identified and addressed.		
9	There was too little support for foreign national prisoners and their specific needs were unmet.	<p>HMP Onley will undertake consultation with foreign national prisoners to understand the needs that remain unmet. Actions agreed will be included within the Equality Action Plan and reviewed at the quarterly Race Equality Action Team (REAT) meeting.</p> <p>Foreign national prisoner representatives will be appointed to provide feedback to the Equalities Team and support to foreign national prisoners.</p> <p>Language line grab boxes will be placed in all prisoner residential areas and in the Safer Custody office. Language line will be advertised throughout the establishment to improve its use and its use monitored at the REAT meeting to identify departments or teams who are not using the service effectively.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2022</p> <p>October 2022</p> <p>October 2022</p>
10	Support for prisoners needing social care was underdeveloped. There was no up-to-date memorandum of understanding setting out procedures for making social care referrals, which potentially led to unmet need.	<p>HMP Onley will review and update the Memorandum of Understanding (MOU) with the local authority to make sure referrals are understood and correctly identify any unmet needs.</p> <p>A clear procedure will be published and communicated to staff to explain when to make a social care referral and how to do this.</p>	<p>Governor</p> <p>Governor</p>	<p>December 2022</p> <p>December 2022</p>



		Responsibility for Social Care referrals has now been clearly identified within the Safety team.	Governor	Complete
		The Governor attends the Northamptonshire Adult Safeguarding Board.	Governor	Complete
11	Prisoners did not have sufficient or fair access to the gym. We found prisoners who had had eight gym sessions during the previous week, while others were limited to nearer one a month.	HMP Onley will commission a review by Industries, Retail, Catering and Physical Education Services (IRCPE) into the use of the existing Physical Education staffing resource to identify opportunities to increase the gym provision.	Governor	October 2022
		HMP Onley have implemented a new booking system for gym access which will be monitored by the Activities Custodial Manager to ensure fairness of access for all residential units.	Governor	Complete
		A new gym timetable has been introduced which prioritises additional gym access for those who are engaging in regular purposeful activity.	Governor	Complete
12	Attendance at education or workshop activities was poor. Leaders and prison staff did not encourage or motivate prisoners well enough to attend their activities. Too often prisoners chose, and were permitted, to remain on their wings.	Attendance and punctuality will be improved; informed by a recent review of local processes to encourage punctual attendance (including through rewards and awards for successful completion of courses) and to challenge lateness/ non-attendance.	Governor	Complete



		<p>HMP Onley have increased the prisoner pay budget to further incentivise attendance at work and education.</p> <p>The Reducing Reoffending function will improve communication between all agencies, notably residential staff, education and skills staff and the OMU. A process will be implemented to drive attendance, monitor reasons for non-attendance and to appropriately challenge prisoners who choose not to attend activities. A multi-disciplinary approach will be introduced to explore the reasons behind refusal to attend work and education, with the prisoner and key departments including Residential, OMU, and Reducing Reoffending functions as a minimum.</p> <p>Key workers will discuss attendance at education and work during routine key worker sessions. This will be monitored by the Custodial Manager when carrying out their 10% quality assurance activity.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>October 2022</p> <p>Complete</p>
13	<p>Careers advice and guidance provision was insufficient for the prison population. Too many prisoners had not received any advice for their next steps or future career goals. Leaders had not developed sufficient links with external employers.</p>	<p>HMP Onley will relaunch the Employment Hub and ensure that it links directly to the mandated resettlement course for all prisoners prior to release.</p> <p>All prisoners within the resettlement window will be offered the opportunity to relocate to G wing</p>	<p>Governor</p> <p>Governor</p>	<p>October 2022</p> <p>Complete</p>



		<p>(a specific resettlement wing) with the relevant support agencies being accessible.</p> <p>Quarterly sector specific job fairs will take place to link prisoners with potential employers.</p> <p>A new Employment Advisory Board will be set up hosting a multi-agency panel membership of internal and external stakeholders. The panel will engage and build links with employers and provide data and information to continually inform the establishment's curriculum offer.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2022</p> <p>October 2022</p>
14	<p>There was no tailored provision for those serving indeterminate sentences.</p> <p>The lack of progression opportunities, combined with the absence of a suitable living environment, caused many to feel frustrated.</p>	<p>To fully embed the newly introduced Lifer/Imprisonment for Public Protection (IPP) forums and wing representative roles, terms of reference and job descriptions will be added to the OMU Strategy to provide structure and a platform for future development.</p> <p>HMP Onley will review the location of prisoners serving indeterminate sentences and consider whether a dedicated residential unit would be beneficial.</p> <p>Guidance for staff, and in particular key workers, on interventions to consider when working with indeterminate sentenced prisoners and the tailored support they require will be produced and shared with staff. This will be included in the OMU Strategy (<i>see Priority Concern 5</i>).</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2022</p> <p>November 2022</p> <p>December 2022</p>



