



HM Prison &
Probation Service

Action Plan: HMP Dovegate

Action Plan Submitted: 3rd March 2020

A Response to the HMIP Inspection 30 September – 11 October 2019

Report Published: 13th February 2020

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 provides 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 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, Measureable, 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: HMCIP REPORT

ESTABLISHMENT: HMP DOVEGATE

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				
	Directed to: The Director				
S46	<p>Key concern: Violence was still too high and some incidents were serious. Although the prison had a clear strategy, there was no violence reduction action plan. Support for victims following a violent incident was limited.</p> <p>Recommendation: A comprehensive and up-to-date action plan to reduce the levels of violence should be implemented. It should include a range of support for victims.</p>	Agreed	<p>HMP Dovegate will develop a comprehensive Violence Reduction Action Plan, based upon a detailed analysis of data taken from the Violence Diagnostic Tool and local incident reports. The plan will emphasise the completion of full investigations of all violent incidents, in order to address the root causes. The plan will be monitored and reviewed in the monthly Security Committee Meeting, which is chaired by the Deputy Director.</p> <p>The plan will also focus on developing additional support for victims of violent incidents, and a separate Victim Strategy will be produced and implemented. The progress against the victim strategy will also be reported to, and reviewed by, the monthly Security Committee Meeting.</p> <p>HMP Dovegate will assess the potential benefit of reconfiguring its management structure to improve the focus on violence reduction, achieved by separating the lead responsibilities for violence management from self-harming behaviour, in recognition that these can have different root causes.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>May 2020</p> <p>September 2020</p> <p>April 2020</p>
S47	Key concern: The daily regime for those living in the segregation unit was very limited and was further restricted for those	Partly Agreed	This recommendation can only be partly agreed. HMP Dovegate remains committed to ensuring compliance against the requirements set out in PSO 1700 (Segregation) in all instances. However, segregation is necessary at times to ensure the safety of individuals, staff and the wider resident group. Under such		

	<p>new to the unit or refusing to move back to the main wings.</p> <p>Recommendation: The regime in the segregation unit should be improved and should include access to activities away from the unit. Those new to the unit or refusing to move back to the main wings should not be denied full access to the daily regime.</p>		<p>circumstances it is not possible to provide access to the wider regime outside of the Segregation Unit.</p> <p>Where, following an appropriate assessment of risk, it is deemed safe for the individual to continue with activities outside of the Segregation Unit, continued access to Offending Behaviour Programmes and Education will be facilitated.</p> <p>HMP Dovegate will keep the length of stay to a minimum and introduce reintegration plans at the outset of a period of segregation.</p> <p>Regular reports on resident behaviour will be used during Segregation Reviews to consider access to activities as part of the re-integration plan on a risk basis.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2020</p> <p>June 2020</p> <p>June 2020</p>
S48	<p>Key concern: Prisoners new to the segregation unit or refusing to move out of it had a very punitive regime, lacking daily access to the very basics such as telephones and showers.</p> <p>Recommendation: Those new to the unit or refusing to move back to the main wings should not be denied full access to the daily regime.</p>	Agreed	<p>Staff working in the Segregation Unit will ensure all residents have access to the full daily regime, dependent of the time of arrival onto the unit. The same provision will be made available to residents refusing to move back to the main wings. The Head of Security & Safety will communicate this expectation to all staff.</p>	Director	May 2020
S49	<p>Key concern: In our survey, prisoners said that illicit drugs remained too easily available and we found that drug use was having a direct impact on</p>	Agreed	<p>Following publication of the national Prison Drug Strategy in 2019, HMP Dovegate will:</p> <p>Develop a new Staff Corruption Strategy. This will be monitored through the Tactical Tasking and Coordination Group (TTCG).</p>	Director	August 2020

	<p>the levels of violence, debt and, in two cases, had directly resulted in death.</p> <p>Recommendation: The availability of illicit drugs should be reduced.</p>		<p>Assess the viability for the implementation of a Recovery Unit, to provide bespoke support for those residents with substance misuse needs.</p> <p>A new Functional Head role 'Head of Rehabilitative Services' has been created to increase the prioritisation of substance misuse education for both residents and staff. The post-holder will continue to develop links to external partnership agencies that can support residents.</p> <p>Where intelligence concerns are raised in respect of substance misuse these will be actioned by searches or through the mechanism of an enhanced Accommodation Fabric Check (AFC). This will be driven by the Head of Security & Safety who will provide governance to the process.</p> <p>Drug supply will be a standing agenda item in the Security Committee and focus given at the TTCG. This will enable monitoring of progress against the wider drug reduction strategy and action plan.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>December 2020</p> <p>Complete</p> <p>May 2020</p> <p>May 2020</p>
S50	<p>Key concern: The number of deaths in custody was high. There had been three self-inflicted deaths since our last inspection in 2017. At the time of this inspection, the cause of death in another four cases had not been classified but we were told that two of those related to illicit drug use.</p> <p>Recommendation: Action plans developed following deaths in custody investigations and serious near-fatal incidents of self-harm should be reviewed regularly to ensure that</p>	Agreed	<p>HMPPS's standard expectation is that prisons should learn from fatal incident investigations and, where possible, avoid the circumstances that led up to them being allowed to recur. HMP Dovegate will therefore:</p> <p>Develop and implement a new Suicide and Self-Harm Prevention Strategy. The strategy will include a whole-prison approach and detail specific measures required for the management of individuals who are prolific in their self-harming behaviour, hot-spots, use of specific accommodation, constant supervision, etc. HMP Dovegate will recognise the benefit of adopting a trauma informed approach to the management of suicide and self-harming behaviour, and will ensure that all staff are appropriately trained.</p> <p>Facilitate the reviewing of Prison and Probation Ombudsman (PPO) recommendations by the Local Delivery Board on a bi-monthly basis.</p> <p>Review on a rolling monthly basis, via the Safer Custody meeting, 18 months of data relating to suicide and self-harm incidents within the establishment. The meeting will also review progress against the action plan resulting from PPO recommendations, to ensure that these are being embedded into operational practice.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>September 2020</p> <p>May 2020</p> <p>June 2020</p>

	changes in practice and lessons learned are sustained over time.				
S51	<p>Key concern: Too little accreditation was offered in the workshops and in vocational training, activities for vulnerable prisoners were very limited, and not all prisoners attended activities as planned. Managers did not have routine access to the data they needed to ensure a rapid improvement in standards.</p> <p>Recommendation: Prisoners should attend, as planned, a good standard, range and variety of accredited education, training and work provision that supports their successful resettlement and rehabilitation.</p>	Agreed	<p>Since December 2019 additional art classes have been offered (to be rotated with the Social Responsibility Unit [SRU]), as well as cycle repairs, leading to an increased range of work options for vulnerable residents.</p> <p>A mapping exercise will be carried out to identify qualifications for all workshops/vocational training. Applications have been submitted to gain accreditation from the relevant qualification providers. Where necessary external assessors will come in to verify skills acquisition and award qualifications.</p> <p>HMP Dovegate recognises that previously the offer being made to vulnerable residents has not been based upon their specific needs, but rather generic availability. To address this a formal needs analysis for vulnerable prisoners will be instigated, leading to a revised Vulnerable Prisoner Activity Strategy.</p> <p>A data management system is being reviewed as a possible alternative to the current Case Management System and retention data spreadsheets. This will increase managers' access to relevant data to place and allocate individual residents to the placements that they require. Progress of this review is being monitored by the Head of Reducing Reoffending</p> <p>The "Virtual Campus" system will be rolled-out across HMP Dovegate allowing remote access to individual learning plans by relevant staff, further assisting the process of ensuring that individuals are placed appropriately, and are able to make appropriate progress against targets and objectives.</p> <p>The daily operational briefing will be used to monitor attendance figures at education, training and work, with the reasons for non-attendance reviewed so that appropriate managers can be tasked to take any remedial action.</p> <p>A roll reconciliation process will be developed to understand where people are and flag concerns if too many residents remain on the wings on any given day.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>September 2020</p> <p>November 2020</p> <p>November 2020</p> <p>June 2020</p> <p>April 2020</p> <p>May 2020</p>

S52	<p>Key concern: Education tutors did not deliver consistently high quality taught sessions and too many prisoners in workshops and work failed to receive enough help to develop their English and mathematics skills. Their employment and personal skills development was not enhanced or documented as part of a strategy to support successful rehabilitation and resettlement.</p> <p>Recommendation: Leaders and managers should ensure all prisoners receive high-quality education and training that appropriately promotes and recognises all aspects of their development.</p>	Agreed	<p>Trainer/Assessors will be introduced to each work area. Part of this role will be to embed Maths and English into training courses. Fast track Maths and English courses will be put into place for residents who are in work but do not have their Maths or English qualifications.</p>	Director	September 2020
			<p>HMP Dovegate will embed a strategy that focuses on improving Maths/English before a resident is permitted to move on to a vocational course. It will review the resident pay policy to incentivise flows into Education.</p>	Director	May 2020
			<p>As part of the education induction programme, learners will be issued with an employability skills folder. The folder contains a variety of activities for them to complete that will develop their employability skills. They can also add their certificates, CVs they have created from the Job Centre and any other relevant information to build an employability portfolio that will assist them in the future. Tutors will be expected to link the learner's employability folders to the lesson, reminding learners at opportune moments that they can complete a particular page in the folder. This will be monitored by the Learning Support Manager.</p>	Director	June 2020
			<p>The 'Virtual Campus' system will be rolled-out across HMP Dovegate, allowing remote access to individual learning plans by relevant staff, further assisting the process of ensuring that individuals are placed appropriately, and are able to make appropriate progress against targets and objectives.</p>	Director	June 2020
			<p>The target folders that are in place in the workshops will be restructured to link in with Individual Learning Plans and Individual Progression Plans.</p>	Director	May 2020
			<p>Staff will undertake the Level 3 Assessor's Award with a view to training residents to fulfil a training role. Staff will become the Independent Quality Assessors for their areas.</p>	Director	May 2020
			<p>A mapping exercise will be carried out to identify qualifications for all workshops/vocational training. Applications have been submitted to gain accreditation from the relevant qualification providers. Where necessary external assessors will come in to verify skills acquisition and award qualifications.</p>	Director	September 2020
			<p>Curriculum Managers and Learning Support Managers are to be established across the Education Department. They will complete the quality assurance of lessons to improve quality, reporting against OFSTED standards. Moreover,</p>	Director	November 2020

			support visits will be completed by OFSTED. Progress against the quality agenda will be reported to the Reducing Reoffending Strategy Group.		
S53	<p>Key concern: Punctuality at activity sessions which hindered the development of a positive work ethic.</p> <p>Recommendation: All prisoners should attend sessions punctually to help them develop a positive work ethic.</p>	Agreed	<p>A log of the movement times will be kept and reviewed by the Education management team who will address any issues or concerns in relation to punctuality with the relevant areas.</p> <p>The system of movement will be refined so that it is aligned to educational sessions. Subsequently there will be an expectation that any resident attending an activity session will remain there for the full morning or afternoon period, thereby negating the need for multiple movements during a specified period. Some exemptions will be put in place for key activities such as Health appointments, Visits, etc.</p> <p>Houseblock Coordinators will ensure systems are in place to reconcile that residents have attended placements as expected. Where non-attendance is identified the individual will be challenged and action taken as appropriate.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>September 2020</p> <p>September 2020</p> <p>June 2020</p>
S54	<p>Key concern: Too many wing-based workers were under-employed, which hindered their ability to develop a positive work ethic.</p> <p>Recommendation: All wing based workers should be fully employed to help them develop a positive work ethic.</p>	Agreed	<p>A pilot scheme leading to head cleaners becoming trainer/assessors for the industrial cleaning qualifications (WAMITAB) will be completed. Following the pilot scheme (and if successful) these residents will then go on to train the wing cleaners to ensure that they are fully qualified for their role and therefore use all their allocated time at work effectively and fully.</p> <p>HMP Dovegate recognises that there are too many residents given wing-based employment. It will develop a purposeful activity strategy to reduce the overall number of wing based workers, so that those there are, can be purposefully engaged for an entire session. Progress against this objective will be monitored by the quarterly Reducing Reoffending Strategy Group.</p>	<p>Director</p> <p>Director</p>	<p>July 2020</p> <p>September 2020</p>
S55	<p>Key concern: As most prisoners posed a high risk of harm, they were managed by the NPS. However, not all of these</p>	Agreed	<p>HMP Dovegate remains under-resourced in respect of the Offender Management in Custody (OMiC) model, having currently only recruited 3.5 of 9.5 Probation Offender Managers. We will continue to work closely with the Central OMiC Team and the National Probation Service (NPS) to agree a contingency plan to address this situation.</p>	Director	September 2020

	<p>cases had their OASys reports reviewed regularly.</p> <p>Recommendation: OASys reports should be reviewed regularly in all cases, particularly where a prisoner presents a high risk of harm to ensure ongoing risks and needs are accurately planned for.</p>		<p>A Senior Probation Officer (SPO) has now been recruited and is in post. Work has therefore commenced to ensure that all new receptions into HMP Dovegate, irrespective of allocation under the OMIC model, have an assessment of risk/sentence plan completed.</p> <p>In order to facilitate this against the limited resource available, prioritisation is based upon length of time left to release and/or the personal need that must be met. The progress of these assessments will be referenced in the monthly Assurance Report from the Head of Resettlement.</p>	<p>Director</p> <p>Director</p>	<p>May 2020</p> <p>May 2020</p>
S56	<p>Key concern: Prisoners living on the vulnerable prisoners' wing were not able to attend accredited offending behaviour programmes.</p> <p>Recommendation: Places on accredited offending behaviour programmes should be available to those living on the vulnerable prisoners' wing.</p>	Agreed	<p>The Programmes Manager will complete a full Needs Analysis for Accredited Offending Behaviour Programmes, which will include residents located on the Vulnerable Residents Wing, and report back to the SMT.</p> <p>The result of the needs analysis will be shared by the SMT with commissioners from HMPPS (the Authority) and consideration given as to how the identified need, including those individuals located on the Vulnerable Prisoners wing, can best be met. The activity resulting from this will be captured within an action plan, to be reviewed by the SMT and Contract Managers via the Quarterly Contract Review Meeting (QCRM).</p>	<p>Director</p> <p>Director</p>	<p>November 2020</p> <p>December 2020</p>
S57	<p>Key concern: Not all prisoners had their resettlement needs reviewed prior to release, which meant they missed out on the resettlement help on offer.</p> <p>Recommendation: All prisoners should have their resettlement needs</p>	Agreed	<p>CRCs are contracted to review resettlement plans for all prisoners 12 weeks prior to release (when they are serving long enough) or within the 12-week period (when serving very short sentences). HMPPS has recently implemented an Enhanced Through the Gate service for prisoners. It has invested an additional £22m per annum over the remaining life of the Community Rehabilitation Company (CRC) contracts to deliver this enhanced service to people leaving custody. This investment is supporting approximately 500 additional CRC staff to deliver Through the Gate services in all 86 resettlement prisons, including Dovegate.</p>		

	reviewed 12 weeks before release and action should be taken to reduce their likelihood of reoffending.		<p>Following the introduction of Enhanced Through the Gate (ETTG) all prisoners have their plans reviewed 12 weeks prior to release, and again at least a week before release. Any outstanding actions from these plans are sent to the responsible officer in the community to include in the initial supervision plan. In certain cases, such as very short sentences of less than 12 weeks, only one review may be possible, but the reasons for this are recorded via a contact on Delius. This process is monitored on a monthly basis via random quality assurance checks by the Resettlement Unit Manager.</p> <p>To further support resettlement planning HMP Dovegate will design and implement a Pre-Release programme aimed at increasing the focus on resettlement for the resident. As the programme progresses during the 12-week resettlement planning period, so the resident's participation in some vocational activity will reduce to provide time for increased resettlement planning activity, in-line with the individual's assessed need.</p> <p>The Inter-Departmental Risk Management Team (IDRMT) meeting facilitates resettlement and release planning for Multi-Agency Public Protection Arrangement (MAPPA) nominals. To extend this principle to all other residents HMP Dovegate will introduce discharge boards as part of the Pre-Release programme, which will also assist in securing the engagement of external stakeholders.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>October 2020</p> <p>December 2020</p>
	General recommendations				
	Directed to: The Director				
1.9	Reception interviews should be conducted in private. (Repeated recommendation 1.15)	Agreed	All personal interviews will be conducted in private, with additional managerial oversight introduced to ensure that the focus on this is maintained. To further support this a framework of expectations document will be produced by the Head of Safer Custody and given to all managers.	Director	April 2020
1.21	The IEP scheme should be applied consistently and those on the basic level should have clear and	Agreed	The new Incentives Policy Framework has been introduced since January 2020. A notice to residents will be drafted to explain this new framework.	Director	February 2020

	specific targets set for improvement.		<p>Where a sanction of basic level regime is being considered a meeting with a manager must be held and recorded to discuss this, thereby ensuring that full consideration is given to the proportionality of such a sanction.</p> <p>All residents placed onto basic level regime will be set clear objectives and targets. All reviews will be held with a manager, who will assess progress against these targets. Incentives Policy Framework reviews will seek information from relevant staff whenever possible.</p> <p>All residents that are placed, or remain, on Basic level regime will have a review every seven-days. In the event that the seven-day target is exceeded this will be flagged up by the Head of Custody and reported as part of the monthly Assurance Report to the Director.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>April 2020</p> <p>May 2020</p> <p>May 2020</p>
1.29	The prison should have good use of force governance procedures, which should include reviewing use of force CCTV footage and better data collection and analysis.	Agreed	<p>The Head of Operations will ensure all planned removals are reviewed, as well as all available evidence relating to spontaneous incidents. A formal report will then be provided to the Use of Force (UoF) Committee to help inform decision making and action planning based upon data analysis.</p> <p>The Orderly Officer will also review the paperwork completed, and any footage from Body Worn Cameras (BWC) following incidents, with these findings also reported to the UOF Committee.</p> <p>The Terms of Reference for the Use of Force Committee will be reviewed and will include a requirement that a statistical analysis of the available data is completed in order that trends and emerging patterns are identified and used to inform decision making.</p> <p>HMP Dovegate recognises the importance of learning lessons from incidents. As key issues are identified following the analysis processes described above, these lessons will be communicated to staff via the methods at our disposal, dependent on the sensitivity of the trend/information.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>April 2020</p> <p>April 2020</p> <p>April 2020</p> <p>April 2020</p>
1.33	Prisoners awaiting adjudication should not be routinely segregated.	Agreed	Residents are not routinely segregated now. A dynamic risk assessment will continue to be completed by the Duty Director. If it is deemed necessary to separate the individual from their peers then the use of the Segregation Unit will	Director	Complete

			<p>be considered as a holding option pending the adjudication hearing. The Duty Director must endorse any such decision.</p> <p>Where the segregation of a resident pending the adjudication hearing is applied, there will be no presumption that the individual remains segregated until the hearing date. A dynamic review process is to be applied to ensure that the decision to segregate remains necessary and proportionate to risk concerns. The decision to segregate will be reviewed by the Duty Director, or equivalent Functional Head, no less than every seven days.</p>	Director	March 2020
1.48	Safer custody governance meetings should be well attended, their work should be informed by a thorough analysis of self-harm data and progress should be monitored through appropriate action planning.	Agreed	<p>The Safer Custody meeting will be reviewed and re-launched, implementing a new terms of reference document, and chaired by the Deputy Director.</p> <p>There will be a full analysis of self-harm data (via the daily operational reports), resulting in the development of a specific self-harm prevention Action Plan which will be reviewed at the Safer Custody meeting.</p>	<p>Director</p> <p>Director</p>	<p>April 2020</p> <p>April 2020</p>
1.51	Comprehensive adult safeguarding procedures should be embedded across the prison.	Agreed	<p>The Adult Safeguarding Strategy is to be reviewed to ensure that it remains fit for purpose and addresses all aspects of safeguarding. The revised strategy will ensure that appropriate links to external organisations, including the Local Adult Safeguarding Board, are established. Comprehensive adult safeguarding procedures will be introduced and embedded across the prison by incorporating adult safeguarding as an agenda item to the monthly Safer Custody meeting.</p> <p>HMP Dovegate will assess the training needs of its staff in relation to the Adult Safeguarding strategy and the identification of vulnerability concerns. It will then introduce a programme of training to ensure that all staff are confident in these areas.</p>	<p>Director</p> <p>Director</p>	<p>August 2020</p> <p>August 2020</p>
2.11	All toilet areas in cells should provide prisoners with adequate privacy.	Agreed	All cells with multiple-occupancy have appropriate screening for the toilet area. Accommodation Fabric Checks (AFC's) will be monitored by residential staff and any deficiencies reported via established mechanisms, with immediate corrective action taken.	Director	March 2020

2.26	All complaint forms submitted by prisoners should be recorded as complaints and responded to as such.	Agreed	HMP Dovegate is committed to ensuring that all complaints are dealt with in-line with the Prisoner Complaints Policy Framework. All complaint submissions will be logged, with separate lists held for those which are accepted and those that are not. All complaint submissions will be responded to, and where it is determined that the resident should have followed the applications process instead, the response will inform them of this. This will help to ensure that residents can take swift corrective action, and that all issues raised can be investigated and resolved in a timely manner, following the appropriate process'.	Director	Complete
			A Notice to Residents will be issued explaining the process to be followed by residents who wish to submit a complaint. It will also detail how submissions will be responded to, including the escalation process where the resident remains dissatisfied with the response.	Director	April 2020
			The process of rejecting complaint submissions due to the forms missing either a signature or date will cease. This will be communicated via a Notice to Staff.	Director	March 2020
			On a monthly basis the Dovegate Performance Unit Manager will complete management checks on 10% of all complaint submissions that have been logged, as part of the quality assurance process. Any concerns resulting from these checks will be communicated to line managers for corrective action to be taken.	Director	May 2020
2.32	Relevant data covering each of the protected characteristics should be analysed regularly to identify significant patterns and trends.	Agreed	There is an on-going review of the Equalities Monitoring Tool (EMT), which will result in improvements to the availability and frequency of outcome measures by prison. A dashboard has been added to aid analysis, and the next part of the development will result in the monthly analysis of EMT data.	PPAS	Ongoing
			Relevant data for all protected characteristics will be collated and analysed in the monthly Diversity and Equality Action Team (DEAT) meeting. Data from the HMPPS Performance Hub will also be used as a comparator tool to support this analysis. Following this analysis an action plan relating to all of the protected characteristics will be produced and subsequently reviewed on a monthly basis.	Director	June 2020
2.42	The prison should explore the negative perceptions of prisoners with a disability and those with mental	Agreed	Focus groups will be run by the Equalities Manager to gain live data from these two groups with protected characteristics, to allow an up-dated analysis to be completed. This analysis will be used to inform an action plan for these two	Director	August 2020

	health problems to establish if any action needs to be taken.		<p>groups, as appropriate. A report will be included in the DEAT meeting to inform of the changes that have been made.</p> <p>The lead managers for protected characteristics groups will report back to DEAT on the outcomes/issues resulting from regular forum meetings with each of the groups. This reporting requirement will be embedded as part of the future DEAT meeting process.</p>	Director	August 2020
2.75	Patients requiring transfer to hospital under the Mental Health Act should be assessed promptly and transferred within the current transfer guideline. (Repeated recommendation 2.86)	Partly agreed	<p>This recommendation can only be partly agreed. Although every effort is made to support timely referrals and access to patients for assessments, secure bed availability and admission to these beds falls outside of the control of prison healthcare and Health and Justice Commissioning. The prison management will ensure escalation arrangements are followed when timely transfer does not happen.</p> <p>Nationally work is underway between specialised Commissioning and Health and Justice teams to identify how access times can be reduced. In the interim prison Healthcare and Justice Commissioning teams continue to engage and meet quarterly with specialised Commissioners regarding access, pathways and escalation. The next review date is March 2020.</p>	<p>Director</p> <p>Director / NHS England</p>	<p>Complete</p> <p>March 2020</p>
2.89	The availability of regular pharmacy-led clinics and access to medicine use reviews should be advertised.	Agreed	<p>Pharmacy led clinics and medicine use reviews are now available, and are advertised within the reception leaflet.</p> <p>In addition, both of the above will be more generally advertised via the induction process in the Early Days Centre. Healthcare will also advertise this via posters in waiting areas and treatment rooms.</p>	<p>Director</p> <p>Director</p>	<p>April 2020</p> <p>April 2020</p>
2.90	Patients should receive medicines at the times recommended by the dosage regime.	Agreed	<p>Night nurses will facilitate the administration of night sedation should clinical need dictate.</p> <p>The inpatient unit is staffed by a registered nurse 24-hours per day. The regime within the inpatient unit is flexible to meet patient needs, and this includes the administration of medication throughout the night via the medication hatches.</p>	<p>Director</p> <p>Director</p>	<p>April 2020</p> <p>April 2020</p>

			<p>HMP Dovegate will identify all necessary prescribing guidelines, assess practice across all houseblocks and therapeutic communities, and identify any gaps in prescribing practice. If necessary it will develop an action plan to rectify process gaps to ensure that all residents receive medication in line with the recommended dosage regime and that staff are able to facilitate this.</p> <p>This will be supported by regular risk assessments to review in-possession status for residents, with any prescribing decisions actioned by the General Practitioner (GP). Medication dosage schedules will be reviewed regularly via the Medicines Management Meetings.</p>	<p>Director</p> <p>Director</p>	<p>August 2020</p> <p>August 2020</p>
2.91	Medicines should be available for collection from wing medical rooms.	Agreed	<p>At the time of the inspection immediate action was taken to organise medicines in a way that was more accessible for healthcare staff to administer.</p> <p>A pilot (led by SERCO) to install self-administration machines on all wings is underway and due for completion by July 2020. This has already been successfully trialled on the Therapeutic Community. CARE UK will continue to recruit additional pharmacy technicians on an ongoing/rolling basis to ensure the organisation of medicines is maintained.</p>	<p>Director</p> <p>Director</p>	<p>Complete</p> <p>November 2020</p>
3.35	Prison managers should provide suitable accommodation for the pre-employment course.	Agreed	The pre-employment course location will be reviewed and a more suitable location identified.	Director	August 2020
4.15	Offender supervisors managing high risk of harm cases should be adequately trained in areas, such as the management of prisoners convicted of sexual offences and the delivery of one-to-one work to motivate prisoners to participate in programmes.	Agreed	<p>Following the national roll-out the Offender Management in Custody (OMiC) training plan has been published and the modules include:</p> <p>Module One - Core Skills and Competencies</p> <p>Module Two - Risk Management</p> <p>Module Three - Substance misuse and Mental Health</p> <p>Module Four - Working with prisoners convicted of sexual offences.</p> <p>The modules have been specifically targeted at Prison Offender Managers (POMs, previously Offender Supervisors prior to OMiC). An intense training programme was offered by Learning and Development from April – July 2019 and since then access to courses is available to all POMs in the public and private sectors. Training continues into 2020.</p>	HMPPS Head of Delivery and Development, Learning & Development	April 2020

			<p>In addition to this all staff working with prisoners have been trained in Key Worker skills enabling staff to motivate and support prisoners on a one-to-one basis.</p> <p>HMP Dovegate will ensure that all of its POMs have completed the national training, as detailed above. Compliance against this will be measured by the Head of Resettlement and reported via the monthly assurance report.</p> <p>In addition, all POMs will have access to the HMPPS E-Learning platform which will support their development and knowledge base. The Head of Resettlement will identify additional learning modules to be mandated, and ensure completion is also recorded on the individuals training record, and the Personal Development Record (PDR).</p> <p>The Senior Probation Officer (SPO) will quality assure POM work, in-line with the expectation guidelines agreed with the Head of Resettlement. As the required number of Probation Offender Managers are recruited and start in post they will begin the transition activity to take on the quality assurance work with the POMs.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>December 2020</p> <p>December 2020</p> <p>December 2020</p>
4.16	The prison should provide adequate provision for lifers, including a consultation forum, mentoring and support to live independently.	Agreed	<p>An Indeterminate Sentence Prisoner forum with Lifer/Indeterminate Public Protection (IPP) representatives from across all residential areas will be implemented.</p> <p>A Mentors Programme/Support for those individuals who transition into the adult estate from the youth estate will be developed and implemented, with an information booklet for indeterminate sentenced residents.</p> <p>A comprehensive needs analysis for the Lifers/IPPs will be undertaken. The Indeterminate Sentence Prisoner forum will also be used to explore what independent living means to Lifer/IPP residents in HMP Dovegate. The findings from both exercises will be reported back to the Reducing Reoffending Policy Group, where the information will be analysed and an appropriate action plan developed and implemented.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>May 2020</p> <p>May 2020</p> <p>May 2020</p>
4.28	Provision for those who have suffered abuse should be developed.	Agreed	<p>The following interventions will be developed throughout 2020 which will address the needs of the residents that have suffered abuse:</p> <ul style="list-style-type: none"> • Exploring Trauma Interventions • Complex Trauma Counsellor for 121 interventions • Provisional BRIDGE Unit 	<p>Director</p>	<p>December 2020</p>

		<ul style="list-style-type: none"> Therapeutic Community (TC) unit <p>The Reducing Reoffending Strategy Group will review and develop an end-to-end strategy to ensure that the wider needs of those residents who have suffered abuse is being met. This will also include an evaluation of the impact of the above interventions, following their implementation.</p>	Director	December 2020
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Recommendations	
Agreed	27
Partly Agreed	3
Not Agreed	0
Total	30