



HM Prison &  
Probation Service

Action Plan: HMP The Mount.

Action Plan Submitted: 20<sup>th</sup> March 2025.

A Response to the HMIP Inspection: 11–12 and 18–22 November 2024

Report Published: 24<sup>th</sup> February 2025

## 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: HMCIP REPORT

## ESTABLISHMENT: HMP THE MOUNT

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.	The prison was not able to stop the entry of drugs and weapons into the prison by drones. Traditional security measures were no longer proving effective.	<ul style="list-style-type: none"> <li>• HMPPS continues to work hard to detect, deter and disrupt the ingress of illicit items into our prisons. Work continues at HMP The Mount to review site vulnerabilities and deter such harmful ingress from criminals in the wider community. Close collaborative working continues between HMPPS and law enforcement partners in support of this.</li> <li>• 400-metre Drone Restricted Fly Zones around all closed prisons and young offender institutions in England and Wales have been introduced, making it an offence to pilot a drone in the restricted areas without authorisation.</li> <li>• HMPPS is exploring all options to mitigate this growing risk, working closely with other government departments to assess the effectiveness of all available interventions.</li> </ul>	HMPPS	Ongoing.



		<ul style="list-style-type: none"> <li>• HMP The Mount have developed closer working relationships with the Police to respond to drone incidents.</li> <li>• Fabric checks and area searches are conducted prior to unlock, with Accommodation Fabric Checks taking place daily.</li> <li>• HMP The Mount will submit a capital bid for upgrading physical security measures to combat the ingress of illicit items</li> <li>• The Monthly Security Meeting, chaired by Head of Security, has a monthly standing agenda item to discuss drones along with supporting data resulting in the appropriate actions taking place.</li> </ul>	Governor	Completed
			Governor	Completed
			Governor	May 2025
			Governor	Completed
2.	Leaders across many functions, such as behaviour management, fair treatment, education and offender management, did not collate, analyse or use data to plan or monitor improvement.	<ul style="list-style-type: none"> <li>• HMP The Mount will undertake a 5% quality assurance of all complaints, with results fed back to relevant Head of Function to ensure corrective action is taken.</li> <li>• The monthly performance meeting, chaired by the Head of Business Assurance (HoBA), will discuss with the SMT key themes, trends and patterns on various areas such as assaults, achievements and attendance at education.</li> </ul>	Governor	Completed
			Governor	Ongoing
			Governor	Ongoing



		<ul style="list-style-type: none"> <li>• All functional heads as part of their bilats are having discussions to drive and improve performance on emerging themes.</li> <li>• Since the inspection a needs analysis has been completed in conjunction with the Education Provider to drive improvements</li> </ul>	Governor	Completed
3.	There was a lack of support for foreign national prisoners. Many voiced frustration about their limited access to immigration officers.	<ul style="list-style-type: none"> <li>• Since November 2024, under the ownership of Immigration Prisoner Team (IPT) North London Mobile, an Immigration Officer is now based at the prison four days a week.</li> <li>• Monthly surgeries are held at HMP The Mount, allowing Foreign National Offenders (FNO) support and access to Immigration Officers.</li> <li>• IPT staff are using the dedicated Home Office Interpreter &amp; Language Services Unit (ILSU) for face-to-face interviews or, for more in-depth interviews, via the Cloud Video Platform (CVP). IPT are also able to make use of The Big Word for telephone interpreting services to help explain paperwork.</li> <li>• IPT has uploaded translations of the paperwork in the ten most commonly spoken languages onto the HMPPS Intranet Hub. FNOs can access these explanations using in-cell technology.</li> </ul>	<p>Foreign National Offenders, Home Office.</p> <p>Foreign National Offenders, Home Office.</p> <p>Foreign National Offenders, Home Office.</p> <p>Foreign National Offenders, Home Office.</p>	<p>Completed.</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



		<ul style="list-style-type: none"> <li>• HMP The Mount will be purchasing additional spider phones to allow staff to support prisoners on residential wings and maximising the use of the “Big Word”.</li> <li>• Induction Booklets will be reviewed and printed in different languages.</li> <li>• All FNOs have access to Immigration staff; sessions are to be booked via the appropriate system to allow a session to take place whilst the prisoner would normally be at work.</li> <li>• HMP The Mount have recruited a FNO Specialist (Band 4) for 1 year to encourage interdepartmental delivery of FNO support.</li> <li>• The prison are planning to work collaboratively with the Bigword to provide a better and detailed understanding of how to use their services.</li> </ul>	Governor	April 25
			Governor	May 25
			Governor	Completed
			Governor	Completed
			Governor	April 25
4.	Supervision of crowds of prisoners at medicine hatches was poor. This caused breaches in patient confidentiality, and increased risks of bullying and diversion of medicines.	<ul style="list-style-type: none"> <li>• Staff will be further trained to improve standards of supervision, as well as management assurance checks taking place to ensure staff are carrying out the duties competently.</li> </ul>	Governor/Practice Plus Group	Ongoing



		<ul style="list-style-type: none"> <li>• In the event of increased breaches/bullying/diversion of medication, HMP The Mount will allocate additional staff to support robust management of medication administration.</li> <li>• HMP The Mount hold regular Local Delivery Board meetings with the healthcare provider, with medication issue as a standing agenda item.</li> <li>• The monthly security meeting will also discuss any medication diversion/bullying</li> </ul>	Governor	Completed
			Governor	Ongoing
			Governor	Ongoing
5.	Leaders had not identified that the quality of education and training was poor and that prisoners were not allocated swiftly to suitable activities.	<ul style="list-style-type: none"> <li>• A collaborative Ofsted Improvement action plan has been created with Regional Education leaders. Progress against actions will be monitored at the Quarterly Improvement Group (QIG) and monthly Education Provider monitoring meetings.</li> <li>• The Education, Skills and Work (ESW) team will carry out observations on 30% of Education lessons a month, alongside themed learning walks at least once a month in collaboration with Performance Education Framework (PEF) providers. Monitoring and feedback will feed into the QIG and Education provider monitoring meetings.</li> </ul>	Governor	Completed
			Governor & People Plus	Completed



		<ul style="list-style-type: none"> <li>In addition to local checks being carried out by local ESW team, checks are carried out by Regional Head of Learning and Skills (HoLS), the Prison Education Quality Improvement Manager and the Senior Contract Manager provide QAs</li> </ul> <p>The Education provider has produced its own Ofsted action plan that will be monitored through QA activities the QIG and the monthly Education monitoring</p> <ul style="list-style-type: none"> <li>HMP The Mount have appointed a new head of Reducing Reoffending has been appointed who will review the processes to ensure swift allocation of prisoners to suitable activities</li> </ul>	<p>Regional HoLS, Senior Contract Manager for PEF, Education Quality Improvement Manager</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>July 25</p> <p>July 25</p>
6.	Leaders in education had not used up-to-date needs analysis data to plan a curriculum that met the development needs of prisoners.	<ul style="list-style-type: none"> <li>HMP The Mount have completed a needs assessment using a variety of sources both internally and externally by the Head of Education Skills and Work.</li> <li>Following the needs analysis, the findings have been used to develop the curriculum plan and commission courses through the Annual Delivery Plan and other sources.</li> </ul>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>April 25</p>



	Key Concerns			
7.	Violence in the prison had been increasing since the last inspection. Leaders had not sufficiently analysed the drivers of violence and had no plan to reduce it.	<ul style="list-style-type: none"> <li>HMP The Mount has provided additional training to staff on Challenge, Support and Intervention Plans (CSIP's), as well as middle managers on Incident Reporting System (IRS). As new staff join, they will also be provided with IRS training</li> <li>The use of CSIP's will be promoted to address the behaviour and issues of prisoners with emerging risks in relation to violence before violent incidents occur.</li> <li>HMP The Mount are utilising Belong (a charity organisation commissioned by HMP The Mount) as part of Restorative Justice (RJ) who are now working with Young Adults on the basic level of the incentives and earned privileges scheme and engaging them in the 'Facing up to Conflict' workbook for Young Adults under 25.</li> <li>The prison has implemented the Young Adults strategy, as well as the safety strategy which will focus on understanding key drivers of violence.</li> <li>Where a violent incident has taken place and Use of Force has been used, the Custodial Manager led debrief session will be analysed to</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Commenced and ongoing</p> <p>Commenced and ongoing</p> <p>Completed</p> <p>Completed</p>



		<p>establish any emerging themes as well as preventing future violence taking place.</p> <ul style="list-style-type: none"> <li>• A new database has been created with a locally collated data validation list of specific reasons; these will be discussed in the Safety monthly meeting and provide a specific focus on key themes with outcomes. Reflective Circles will be run by Belong on the key themes.</li> <li>• A new Gang Strategy has been launched to focus on gang violence.</li> <li>• Hertfordshire, Essex and Suffolk (HES) and London Prison Group Director (PGD) offices are working closely to create a gang database to share information.</li> <li>• HMP The Mount will carry out a review of the Debt strategy along with a needs analysis to focus on outcomes and support.</li> <li>• HMP The Mount will be rolling out removal of razors, which is anticipated will lead to a reduction in the number of serious violence with the use of weapons.</li> </ul>	<p>Governor and Belong</p> <p>Governor</p> <p>Governor and Regional Safety Teams</p> <p>Governor</p> <p>Governor</p>	<p>Ongoing</p> <p>Completed</p> <p>August 2025</p> <p>July 2025</p> <p>Completed</p>
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		than 7 days between each review as well as having a clear plan for reintegration.		
9.	There was high use of unfurnished accommodation. Oversight and scrutiny arrangements were not sufficiently robust.	<ul style="list-style-type: none"> <li>There has been no use of unfurnished accommodation since June 2024. All instances of the use of unfurnished accommodation will be recorded and reviewed by the Governor / Deputy Governor as well as being discussed at the multidisciplinary weekly Care and Separation Unit meeting.</li> </ul>	Governor	Completed
10.	Prisoners did not have confidence in processes for handling complaints, including those about discrimination. Complaint forms were not readily available on all wings, most wings did not have confidential boxes to post complaints about discrimination, and staff were often not aware of the processes.	<ul style="list-style-type: none"> <li>The availability of complaint forms will be checked as part of Residential Manager assurance &amp; SMT Decency checks.</li> <li>Prisoners have been communicated with and made aware that Discrimination Incident Reporting Forms (DIRFs) boxes are secured on each wing for DIRF submissions and advised not to use the complaints box for these.</li> <li>Separate communications to prisoners have also been made on how to submit complaints and the handling procedures.</li> <li>The prison has successfully delivered additional DIRF training in January 2025 to Band 5 &amp; 6 staff to support confidence in the DIRF process and investigation.</li> </ul>	Governor  Governor  Governor  Governor	Ongoing  Completed  Completed  Completed



		<ul style="list-style-type: none"> <li>HMP The Mount will review the information around complaint and DIRF processes on prisoner laptops to ensure it is up to date and informative.</li> </ul>	Governor	May 25
11.	Patients under the care of PPG and Forward Trust waited too long to access high-intensity therapy.	<ul style="list-style-type: none"> <li>Forward Trust Improving Access to Psychological Therapies (IAPT) have reallocated triage assessments to Practitioners, resulting in Therapists having more time to deliver treatment.</li> <li>Forward Trust IAPT will explore the option of trauma-focused low-intensity one-to-one interventions for those awaiting high-intensity treatment.</li> <li>Forward Trust IAPT will facilitate low-intensive groups directed at those prisoners who are awaiting high-intensity treatment.</li> <li>Forward Trust IAPT will ensure that regular 3-month reviews are taking place with all those on the high-intensity treatment waiting list, to explore the options of stepping down to lower-intensity treatment and to ensure risk is correctly managed.</li> </ul>	<p>Forward Trust IAPT</p> <p>Forward Trust IAPT</p> <p>Forward Trust IAPT</p> <p>Forward Trust IAPT</p> <p>Forward Trust IAPT &amp; Practice Plus Group (PPG)</p>	<p>Completed</p> <p>May 2025</p> <p>April 2025</p> <p>Completed</p>



		<ul style="list-style-type: none"> <li>• Mental Health treatment providers will consult Eye Movement Desensitisation &amp; Reprocessing (EMDR) qualified staff currently working at HMP The Mount.</li> <li>• Forward Trust IAPT are now monitoring and recording reasons behind the all high-intensity treatment sessions that are considered cancelled “due to an incident at HMP The Mount or change in the regime.” Any abnormal reasoning for a cancellation are fully investigated.</li> <li>• Forward Trust IAPT have increased efforts to adhere to operating policy, that governs minimum and maximum number of treatment sessions offered and discharges through non-attended treatment sessions.</li> </ul>	Forward Trust IAPT	May 2025
			Forward Trust IAPT.	Complete.
				Complete.
12.	Medicine administration was inefficient and the storage of medicines was unsatisfactory. These presented risks to patient safety, and wasted time for clinical staff and prisoners.	<ul style="list-style-type: none"> <li>• HMP The Mount will work alongside Practice Plus group to identify a feasible location on residential wings to ensure medicine is administered efficiently.</li> <li>• HMP The Mount will work alongside Practice Plus Group to ensure adequate supervision is provided during medication administration times. Reducing risks to patient safety and staff safety.</li> <li>• Local Delivery Board meetings are taking place to ensure collaborative working between</li> </ul>	Practice Plus, Governor	Commenced and ongoing
			Practice Plus	Ongoing
			Governor & Practice Plus	Ongoing



		partners and monitoring of progress to ensure prisoners receive medications safely, timely and efficiently.		
13.	Leaders had been too slow to implement a prison-wide reading strategy. Reading was not sufficiently promoted across the prison and too many prisoners did not receive appropriate support to develop these skills.	<ul style="list-style-type: none"> <li>• A reading strategy group will be established to monitor progress of the Reading strategy against actions and outcomes – this will also be monitored through the Quality Improvement Group (QIG).</li> <li>• A Reading strategy event took place in March 2025, which incorporated all staff training and bespoke group sessions led by the National Reading Specialist.</li> <li>• The Annual Delivery Plan (ADP) for 2025/26 has reading support staff identified to ensure continued support for Reading in Prisons</li> <li>• A Shannon Trust facilitator has been requested for 12 months via the Dynamic Purchasing System to enhance reading support available. The number of reading assessments and reading progress will be monitored at the Education monitoring meetings, the QIG and the reading strategy group.</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 25</p> <p>Completed</p> <p>Completed</p> <p>April 25</p>



		<ul style="list-style-type: none"> <li>Since the inspection the prison has submitted an Invitation To Tender (ITT) to expand Shannon Trust Services across the prison to improve literacy and support reading.</li> </ul>	Governor	April 25
14.	Not all prisoners had sufficient support to demonstrate reduction in their risk and progress through their sentence.	<ul style="list-style-type: none"> <li>East of England Probation Service are recruiting additional Probation staff to ensure Prison Offender Managers (POM) can move away from priority driven tasks and focus on supervision to address offending behaviour. It will include completion of approved workbooks (General Offending Workbook) and utilising the skills for relationship programme. This will allow prisoners to prepare for the more intensive treatment through accredited programmes given the current prioritisation model to deliver programmes.</li> <li>To meet the needs of the growing youth population in the prison, the Offender Management Unit (OMU) department will work with psychology and trained Prison officers to deliver the 'Choices for Change' programme (non-accredited).</li> <li>The prison has introduced weekly wing clinics to ensure every prisoner has an opportunity to speak to a member of the OMU team.</li> </ul>	<p>East of England Probation Service</p> <p>Governor</p> <p>Governor</p>	<p>Commenced and ongoing</p> <p>Ongoing</p> <p>Commenced</p>



		<ul style="list-style-type: none"> <li>• East of England Probation Service will implement Skills for Effective Engagement, Development and Supervision (SEEDS) management to quality assure POM's engagement and assessment of prisoners. This will ensure prisoners are assessed to national standards are given sentence plans that meet their identified risks.</li> <li>• The resettlement team and pre-release team are working collaboratively to support with delivering Offender Management in Custody (OMiC).</li> <li>• The prison will work collaboratively with Probation Service to strengthen relationships and deliver smooth transition for prisoners leaving custody going into community.</li> <li>• The External Probation Agency have been funded by the Offender Assessment System (OASys) taskforce to support in completing start custody assessments, which will ensure all prisoners have a sentence plan at an appropriate time.</li> </ul>	<p>East of England Probation Service</p> <p>Governor</p> <p>Governor and East of England Probation Service</p> <p>East of England Probation Service</p>	<p>July 25</p> <p>Ongoing</p> <p>Ongoing</p> <p>Commenced and Ongoing</p>
15.	Delays in some key offender management processes, such as home detention curfew, categorisation and	<ul style="list-style-type: none"> <li>• Since the inspection HMP The Mount have implemented Community Accommodation</li> </ul>	Governor	Completed



