



HM Prison &
Probation Service

Action Plan: HMP & YOI Hindley

Action Plan Submitted 14 December 2018

A Response to the HMIP Inspection of 4 – 14 December 2017

Report Published 1 May 2018

INTRODUCTION

HM Inspectorate of Prisons (HMIP) is an independent inspectorate which provide scrutiny of the conditions for and treatment of prisoners. They report their findings for prisons and Young Offender Institutions 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 & YOI HINDLEY

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Function Responsible/Policy Lead	6. Target Date
	Main recommendation to HMPPS				
5.1	HMPPS should make firm plans with a clear timescale for the replacement of wings A to D and the refurbishment of all living units at Hindley to contemporary standards. (S44)	Not Agreed	<p>HMPPS recognise that this accommodation requires refurbishment. No decision has yet been taken regarding when HMP/YOI Hindley will be closed for redevelopment into a new prison.</p> <p>The Prison Estate Transformation Programme is committed to keeping staff and stakeholders informed once further decisions are made. HMPPS aim to provide staff and stakeholders with a further update on the future of the prison in January 2019.</p>	Executive Director Prison Estate Transformation Programme	January 2019
	Main recommendations to the governor				
5.2	Managers should address the problem of violence by reducing the supply of illicit substances into the establishment. Physical weaknesses in security should be rectified and all intelligence should be acted upon. Violence reduction processes, including challenge, support and intervention plans (CSIPs), should be integrated with other plans that prisoners have to follow. (S43)	Partly Agreed	<p>This recommendation is partly agreed as to deliver improvements in the physical security will require capital funding which is not available at this time and cannot be met from the local budget. The Head of Security has developed a comprehensive supply reduction strategy following the threat analysis. From this bids have been submitted to address the physical weaknesses in security such as improvements to CCTV coverage and lighting, additional fencing and netting to reduce illicit items being thrown over the wall. However, none of these have been successful. HMP/YOI Hindley will continue to prioritise this area as capital becomes available or budget allows.</p> <p>Actions have also been developed following a substance misuse summit held in February 2018. Support from the region, through advice, signposting best practice and acting as a critical friend, is being utilised to enable the prison to fully develop its local strategy. As the staffing profile of the prison improves this will support a dedicated operations group and will allow more suspicion testing to be completed on the basis intelligence received.</p> <p>A recovery wing is being developed based on the enabling environment model and has opened giving residents the opportunity to develop within a</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed and ongoing</p> <p>December 2018</p>



			<p>community environment and promote positive change. Weekly meetings held on the Recovery Wing and the Substance Misuse Service (SMS) (Phoenix Futures) are supporting the development and operation of the unit and the delivered programme is being reviewed regularly to ensure the needs of the men are met. The enabling element of the unit is now also being taken forward following an initial focus group in July 2018.</p> <p>Further engagement through the monthly recovery wing meetings is taking place with prisoners, staff and partners, such as Greater Manchester Police, Phoenix Futures, Amey, and Greater Manchester Mental Health Trust, to further develop the local violence reduction strategy. This includes work to develop the local implementation of Challenge, Support and Intervention Plan (C-SIP) to engage the most violent and/or vulnerable prisoners at HMP/YOI Hindley and how to integrate this with the Assessment, Care in Custody and Teamwork (ACCT) process (a document to record identified self-harm issues), segregation exit procedures, key work, Safer Custody and Residential processes to enable individual violence minimisation strategies to be enforced where risk is elevated.</p> <p>Consultation with prisoners is also taking place through the Queensland Committee Safer Prisons and Equalities bi-monthly meeting. The Queensland Committee allows peer representatives from each residential area to be consulted and raise any issues or concerns. Any actions or suggestions is discussed at the main quarterly Queensland meeting chaired by the Governor.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
5.3	<p>Governance and management oversight of diversity should be prioritised to ensure that the needs of all prisoners with protected characteristics are identified, assessed and met. (S45)</p>	<p>Partly Agreed</p>	<p>The Equalities Policy has been reviewed, updated and published to ensure protected characteristics (PC) are identified, promoted and understood by both staff and prisoners in response to HMIP expectations. The establishment will endeavour to meet the needs of prisoners with protected characteristics, and is confident it will be able to achieve this in most cases, but cannot be confident that the available resources will be sufficient to meet needs in all cases – hence the recommendation is partly rather than fully agreed.</p> <p>Functional Heads each Champion a PC. They are responsible for ensuring prisoner consultation, promotion and progression of actions in relation to their designated PC as dictated within local policy and to support this there is one dedicated awareness month and one consultation session that takes place per PC each year. The outcomes from these feed into the equality action plan and delivery progress is monitored through the bi-monthly Equality Action Team (EAT) meeting.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed and ongoing</p>



			<p>Progress against policy and new initiatives developed through prisoner and staff consultations are monitored every other month by the Equalities Action Team (EAT) through the Equalities Action Plan. Attendance of EAT will be driven by the Deputy Governor, who will also chair the meeting.</p> <p>A full-time Equalities Officer has been appointed and will ensure Prisoner Representation for Equalities is visible and active on all residential units and that they are included within EAT.</p> <p>First Night procedures will be reviewed to ensure identification of prisoners with protected characteristics is routine, recorded and communicated.</p>	Governor	December 2018
5.4	<p>The prison and Novus managers should develop a robust improvement action plan to address all the weaknesses identified at the inspection. The plan should have clear impact measures, firm dates and well-defined individuals for implementing actions. Effective arrangements to review regularly the implementation of the actions should be put in place to ensure swift and sustained improvements. (S46)</p>	Partly Agreed	<p>This recommendation is not fully agreed as for HMP/YOI Hindley to provide for the complete shortfall in full time activity places will require both capital and resource funding which is not available at this time. Plans to significantly reduce the education budget over a three year period from 2019 will further impact available activity spaces within the prison and may impact the ability to continue to address all areas for improvement identified by HMIP.</p> <p>There is a Quality Improvement Plan (QIP) in place with a weekly teleconference progress meeting and monthly face to face meeting between the Governor and senior NOVUS managers.</p> <p>The QIP emphasises the development of a quality education provision and is recognised that this will take at least 12 months to fully realise. Milestones are monitored through the weekly performance meeting which is attended by managers and the senior management team.</p> <p>There is currently a shortfall of around 80 full time activity places, due to HMP/YOI Hindley previously being a young person's site and there is a disproportionate number of classroom based activity spaces within the prison and only limited workshop areas. HMP/YOI Hindley are currently recruiting to vacancies in industrial posts which will allow for some increase in non-vocational work places.</p> <p>The Governor will explore opportunities with PSPI (Public Services Properties Investments) to expand industrial and vocational activity places at the establishment to offset any losses in total activity spaces caused by the reduction to the education budget.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>August 2019</p> <p>December 2019</p> <p>December 2019</p>
	Recommendations				



	Early days in custody				
5.5	Information obtained for first night and induction procedures should cover all protected characteristics and be shared with relevant departments to inform effective decision making and provide appropriate support. (1.7)	Agreed	<p>A review of the 'First Night Booklet' has been undertaken. Fully trained HMPPS staff now carry out one to one interviews with prisoners in private and information is evidenced within that booklet in relation to any protected characteristics. The residential admin worker collects the booklets daily and collates the information which is included in the protected characteristic data. They then notify the relevant departments of any concerns or actions.</p> <p>The protocol for sharing this information will also be reviewed to ensure all relevant departments have the information they need to inform timely decision making and provide appropriate support.</p> <p>Information will be made available to prisoners during first night and induction which identifies the support networks available-</p> <p>The Equality Champions will invite prisoners to the equality forums based on their protected characteristics and any actions will be taken forward and monitored through the Equality Action Team (EAT) meeting. The Equality Officer will support any prisoners with day to day issues.</p>	Governor	<p>December 2018</p> <p>December 2018</p> <p>December 2018</p> <p>Completed and ongoing</p>
5.6	All new arrivals should be provided with a shower, telephone call, bedding and a kettle. (1.8)	Agreed	<p>Reception packs have now been introduced for all new receptions and include duvets, bedding, towels and cutlery packs.</p> <p>Induction staff now complete a 'room ready' check upon arrival onto the first night unit. An assurance check is undertaken by the First Night Centre's Custodial Manager on a weekly basis, where any identified remedial action will be prioritised for completion. Assurance check procedures have also been implemented to ensure arrivals receive access to a shower, telephone call, kettle and television. These checks are included in the induction officer's documentation completed for each prisoner on the day of reception and signed for.</p> <p>A 'room ready' check has also been rolled out to all residential units to ensure rooms are in a fit and decent state including essential items available including kettles and TV's. To ensure consistent implementation of the 'room ready' system, Supervising Officers check these cells as part of their daily assurance checks.</p>	Governor	Completed
	Managing behaviour				
5.7	Support for self-isolators should be improved to ensure that, as a minimum, they receive a	Partly Agreed	This recommendation is not agreed in full as a maximum of 30 minutes exercise can be offered to men who self-isolate, in line with the standard core day and mandatory requirement within Prison Service Instruction (PSI) 75/2011. The other elements of the recommendation will be met.	Governor	



	shower, telephone call and an hour's exercise each day. (1.19)		<p>All prisoners who choose to self-isolate are afforded access to the regime to attend to their personal hygiene, 30 minutes time in the open air and access to the telephone. This is evidenced daily in each unit's residential security diary and ensured through the Duty Governor management checks. To increase the amount of time out of cell and extend the exercise period would require increased resources that are not available and cannot be delivered within the current regime without unduly impacting on most prisoners.</p> <p>The Self-Isolator's policy has been reviewed and reissued by way of Staff and Prisoner Information Notices. This explains the regime delivery to those prisoners who isolate and includes requirements for daily showers and phone calls. It ensures regular efforts to re-engage with the normal regime are attempted and includes ways of encouraging contact with family and friends or other alternative contacts and highlights ways to monitor prisoners who are isolated.</p> <p>The Custodial Manager in Safer Custody quality assures all entries in the self-isolator logs. This information is then cascaded to all managers at the weekly performance meeting and any non-compliance by wing is highlighted to be addressed immediately.</p> <p>When appropriate Challenge, Support and Intervention Plan (CSIP) is used to manage prisoners who opt to self-isolate. However, this may not always be the most appropriate mechanism to manage the issues the individual is presenting with. HMP/YOI Hindley instead ensure that CSIP is prioritised for the highest risk individuals.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed and ongoing</p>
5.8	The incentives and earned privileges scheme should be revised to reflect the specific needs of the population at Hindley. (1.20)	Agreed	<p>The Incentives and Earned Privileges (IEP) scheme will be reviewed to improve its ability to influence behaviour. HMP/YOI Hindley are working with the Regional Psychologist who is considering the local IEP policy and comparing it to the principles supported in the research of maturation of young adults. This will inform the development of the policy to better meet the needs of the younger population and provide bespoke arrangements for young adults within the review. The review will also include consultation with staff and prisoners and consider best practice in other establishments.</p> <p>Supervising Officers (SO) and Custodial Managers (CM) within the Residential function will hold responsibility for ensuring that reviews are properly conducted, recorded and that prisoners are aware and given the opportunity to contribute to any decisions in relation to their IEP level. The Head of Residential will quality assure a minimum of five percent of all IEP</p>	Governor	January 2019



			<p>reviews held monthly to ensure the scheme is being operated fairly and consistently.</p> <p>Data continues to be monitored by managers on a weekly basis at the Performance Meeting and any trends or anomalies are identified and discussed with actions monitored at the following weeks meeting.</p>	Governor	Completed
5.9	Oversight of the segregation unit should be improved to ensure effective reintegration planning for all prisoners. (1.30)	Agreed	<p>Effective reintegration planning is now communicated by way of more detailed review documentation to inform prisoners of the reason for segregation and targets needed to reintegrate back to normal location.</p> <p>The Head of Safer Custody has implemented a Segregation Monitoring And Review Group (SMARG) meeting held quarterly. The SMARG meeting will take responsibility for ensuring arrangements are in place to comply with Prison Service Order 1700 (Segregation of Prisoners).</p> <p>The Head of Safer Custody will produce a quarterly report for the Governor and Prison Group Director (PGD) highlighting key observations and summarising the use of Segregation over the previous quarter. This will be discussed by the Governor and PGD in the quarterly performance meetings and resultant actions progressed.</p>	Governor Governor Governor	Completed December 2018 January 2019
	Security				
5.10	A separate strategy and smart action plan should be devised to focus work on reducing the supply of illicit substances. (1.37)	Agreed	<p>The Head of Security has undertaken consultation events to develop the supply reduction strategy and smart action plan which advocates a whole prison approach involving staff, prisoners, the police and healthcare, mental health and substance misuse partners</p> <p>The action plan will be reviewed at the bi-monthly substance misuse meeting with the priority to address the misuse of cannabis and psychoactive substances and to create a culture where prisoners are able to resist or desist in engaging in substance misuse.</p>	Governor	December 2018
5.11	All strip-searching should be intelligence led and closed visits should only be used for reasons related to trafficking contraband through visits. (1.38)	Partly Agreed	<p>It is agreed that closed visits will only be used for reasons related to trafficking contraband through visits, but it is not agreed that all 'strip-searching' should be intelligence led – hence this recommendation is partly agreed.</p> <p>PSI 07/2016: 'Searching of the Person National Security Framework, Function 3.1', mandates a random full search of a percentage of prisoners leaving visits and all prisoners under certain criteria (e.g. Transfers out, Release on Temporary Licence returns). The percentage levels are agreed as part of the local security strategy.</p>	Executive Director Security, Order and CT Governor	Completed



			Appropriate intelligence, as outlined in PSI 15/2011: 'Management and Security at Visits', is used to underpin all decisions about the use and review of closed visits, which will only be used where an identified risk is related to trafficking contraband through visits.		Completed
	Safeguarding				
5.12	A Listener suite should be available and access to Listeners should be improved. Reasons for not using Listeners should be documented. (1.45)	Agreed	<p>A listener suite will be designated that is suitable for both adults and young adults with the operational capacity of HMP/YOI Hindley adjusted accordingly.</p> <p>The primary approach will be to unlock and provide a listener service at night. However, this will not be possible if operational staff have been diverted to deal with other priority issues such as hospital escorts during night state. A 'Refusal to provide a Listener Service' logging system will be communicated to staff and implemented. A system for monitoring the use of listeners will also be introduced and both will be reviewed and discussed at the monthly safer custody meeting.</p> <p>Significant resource locally continues to be put into identifying and training additional listeners. However, this remains an ongoing challenge due to the regular loss of trained listeners released on Home Detention Curfew (HDC) or progressive transfers due to HMP/YOI Hindley's resettlement function and the short-term nature of the population.</p> <p>Monthly meetings attended by a member of the local Samaritans branch are held with listeners to understand any barrier to accessing the listener's service.</p>	Governor Governor Governor	December 2018 Completed and ongoing Completed
5.13	A local safeguarding policy should be developed in conjunction with Wigan Adults Safeguarding Board and staff should receive training on their adult safeguarding responsibilities. (1.47)	Partly Agreed	<p>This recommendation is partly agreed as HMP/YOI Hindley cannot commit to the delivery of training until it is clearer about the possible costs. Options for delivering training to staff on adult safeguarding responsibilities will be explored and a plan developed considering the already significant training requirements currently being delivered, and will be subject to being able to release these staff from other duties.</p> <p>The Head of Safer Custody has developed links with the Wigan Safeguarding Adults Board and has attended the Local Safeguarding Meetings held by the Board on a quarterly basis. However, the Board are restructuring and the meetings and the frequency may change. A local safeguarding policy is now in place and has been agreed with Wigan Adult Safeguarding Board.</p>	Governor Governor	March 2019 Completed and ongoing



			Adults who may be vulnerable are identified through the first night process or a safeguarding referral and are subsequently discussed at the Safety Intervention Meeting (SIM).		
	Daily life				
5.14	Managers should ensure that cell call bells are routinely answered within five minutes. (2.11)	Agreed	<p>HMP/YOI Hindley will endeavour to normally meet a five minute response time to cell bells.</p> <p>All staff at HMP/YOI Hindley will be reminded of the requirement for prompt answering of cell call bells. The cell call system data is being further explored as it does not cover all areas of the prison to allow residential managers to interrogate the data to ensure that cell call bells are being answered promptly. In the interim a system of duty governor spot checks is in place to monitor response times.</p>	Governor	February 2019
5.15	The kitchen should be refurbished or replaced without delay. (2.16, repeated recommendation 2.77)	Not Agreed	This recommendation is not agreed, as while the need for refurbishment of the kitchen is acknowledged, HMP/YOI Hindley has previously been announced as a site for closure and redevelopment and HMPPS are continuing to review its status. As such we cannot commit to invest the sums involved to replace the main kitchen at this time. Funding has, however, been provided for the following equipment: Dishwasher, Walk-in freezer, a range of new cooking equipment and the central aisle has been resurfaced.	Executive Director Prison Estate Transformation Programme	
5.16	Serveries should be properly supervised during food service. (2.17, repeated recommendation 2.78)	Agreed	<p>The introduction of the revised core day in June 2018, ensured staff resources are deployed at key times to support and supervise the serving of evening meals.</p> <p>Supervision at serveries and the wearing of appropriate whites and hand gloves to serve meals is conducted by a manager and evidenced in 'real time' assurance checks and through completion of the daily point of service log. Compliance with this is monitored at the weekly performance meeting.</p>	Governor	Completed and ongoing
5.17	Dinner should be served no earlier than 5pm, and breakfast should be served on the day it is to be eaten. (2.18)	Partly Agreed	This recommendation is partly agreed as the staffing profile and regime do not facilitate the ability to serve breakfast on the day it is to be eaten. The serving of breakfast packs the evening before is a well-established practice across the prison estate and one which contributes to a swifter start to the morning regime, including start time for work and other activities. There would be resource implications if breakfast packs were issued each morning which are not available	Governor	



			The revised core day was introduced in June the evening meal is now served at 5:15 pm.	Governor	Completed
5.18	Complaints should be monitored to identify and act on any common themes or trends to resolve problems and improve outcomes. (2.23)	Agreed	A review of the complaint monitoring process has been undertaken to ensure that there is sufficient data to identify common themes or trends. This data is reviewed at the monthly corporate assurance meeting by the senior management team where it is used to highlight any problems and form resolution to those problems to help improve outcomes for prisoners.	Governor	Completed and ongoing
5.19	Up-to-date legal material should be available to all prisoners in the library. (2.24)	Agreed	Archbold (A practitioner's legal text reference) has been purchased providing updated criminal law, practice and procedure and is available in the library. Civil Procedure Rules have been sourced and updated PSIs are printed by Library staff.	Governor	Completed
	Equality, diversity and faith				
5.20	Discrimination incident report forms should be available to prisoners on all wings. Incidents reported through a DIRF should be investigated appropriately and responded to promptly. (2.29)	Agreed	DIRF forms have been distributed to all units and the Equalities Officer has been tasked with ensuring supplies are maintained and always available to prisoners. More robust processes for the investigation of discrimination complaints have been introduced including internal and external scrutiny of replies. External scrutiny is being carried out by the Samaritans. Each DIRF investigation is also quality assured by the Deputy Governor following completion.	Governor	Completed
5.21	The prison should investigate and address the poor perceptions of safety among disabled prisoners. (2.38, repeated recommendation 2.27)	Agreed	Consultation groups were held by the Deputy Governor (and Disability Champion) in February and July with prisoners identifying with a disability. Through this process HMP/YOI Hindley will seek to improve the understanding about why they feel unsafe and what can be done to address such perceptions. Actions will be drawn up based on these consultations and included as part of the overall equalities action plan, which will be monitored at the bi-monthly Equalities Action Team (EAT) meeting.	Governor	December 2018
5.22	There should be a specific strategy to manage the younger population based on a proper understanding of the impact of maturity. (2.39)	Agreed	The Head of Reducing Re-offending (and Age Champion) will arrange working groups involving staff, young adults, NOVUS and Community Rehabilitation Companies (CRCs) to devise ways in which the provision can be better tailored towards the younger population. The working groups will look at evidence on the impact on maturity, behaviour and welfare in prison. HMP/YOI Hindley will also engage with the regional psychology team to explore the theories of maturation and attachment to further inform the provision for the younger population including the application of the	Governor	December 2018



			Incentives and Earned Privileges scheme. A strategy will be produced to take this forward.		
5.23	Links should be developed with community groups to provide support for equality work, especially with gay and bisexual prisoners. (2.40)	Agreed	<p>The Head of Operations (and Sexual Orientation Champion) will develop links with community groups to develop ways of identifying and providing support for gay and bisexual prisoners. This will include engagement through The Deal which is Wigan's community engagement strategy which HMP/YOI Hindley is actively engaged in.</p> <p>As part of the monthly protected characteristic awareness campaign referred to in the response to recommendation 5.3, during February 2019 there will be promotion of gay and bisexual lifestyles to break down perception barriers and encourage prisoner disclosure.</p> <p>Discreet consultations will then be held with gay and bisexual prisoners around issues of safety and support. The results and actions from which will be included within Equalities Action Plan.</p>	Governor	March 2019
	Health, well-being and social care				
5.24	All incidents should be reported and investigated and complaints should be appropriately analysed. Learning points and outcomes from patient engagement should inform service delivery. (2.54)	Agreed	<p>The Trust has policies in place for incident reporting and the management of complaints. A framework for the systematic learning of lessons from patient engagement across the Trust is being refined.</p> <p>Incident reporting training has been provided to the healthcare staff at HMP/YOI Hindley by the Trusts Risk Manager on the 19 April 2018. The investigation of incidents and complaints is undertaken on site by the Healthcare Manager or deputy. A monthly report on complaints and incidents, including themes and trends, is analysed at the Trusts Quality Meeting, chaired by the Associate Director of Quality Governance and attended by the Healthcare Manager. In addition, a joint meeting between the Trust and its Mental Health partner takes place bi-monthly to ensure a co-ordinated response where required.</p> <p>The Trust is also participating in on site Queensland forums, with a health specific forum attended by the healthcare team where patient experience is gathered. To date two forums have taken place with various issues identified, such as improving access to healthcare by reducing non-attendance rates.</p>	Governor/ Director of Bridgewater NHS Foundation Trust	<p>Complete and ongoing</p> <p>Completed</p> <p>Completed</p>



5.25	Cleaning and infection prevention and control arrangements should meet NHS requirements. (2.55)	Agreed	<p>Additional resources have been deployed by the facilities contractor, a daily check is in place for cleaning operatives and additional cleaning equipment will be purchased.</p> <p>The Trusts Infection Control Lead now also completes a monthly compliance inspection with the facilities provider in relation to NHS standards. The Healthcare Manager will in addition introduce a weekly quality assurance system checking the cleaning operatives' daily schedule has been completed and where cleaning falls short of standards, this will be shared with the facilities provider to support improvement.</p>	Governor/ Director of Bridgewater NHS Foundation Trust	Completed Completed
5.26	There should be a whole-prison strategy and approach to support health promotion and well-being activities. (2.59)	Agreed	<p>A new health promotion multi-disciplinary forum will be implemented to develop a whole prison strategy to support health promotion and wellbeing activities.</p> <p>This will be co-chaired between the Healthcare Manager and a Senior Manager from the prison with prisoner representatives, mental health staff, catering staff, and gym staff. This forum will report into the Local Delivery Board chaired by the Governor to ensure the support for strategy implementation and monitoring of impact.</p>	Governor/ Director of Bridgewater NHS Foundation Trust	December 2018
5.27	Prisoners should have timely access to a GP for routine appointments. (2.66)	Agreed	<p>The wait for a routine GP appointment was 3 weeks at the time of inspection however the Trust acknowledges that non-attendance rates need to improve. The Healthcare Manager will work with the Activities Custodial Manager to reduce the 'did not attend' rate for existing routine appointments and the waiting list system will be reviewed and refined to ensure appointments are prioritised appropriately. The introduction of the new core day and the full working day will also allow more appointment times in the afternoon thereby offering a wider choice of appointment times. In addition, a new system of communicating daily appointments on residential units will be introduced.</p>	Governor/ Director of Bridgewater NHS Foundation Trust	Completed and ongoing
5.28	Prisoners should be able to attend all clinically necessary external hospital appointments, which should not be cancelled because of shortages of prison staff. (2.67, repeated recommendation 2.54)	Partly Agreed	<p>This recommendation is partly agreed, as in general prisoners are able to attend all clinically necessary external hospital appointments, but it cannot be guaranteed that an appointment will never be cancelled due to resource pressures.</p> <p>Whilst all external healthcare appointments are scheduled in advance and HMP/YOI Hindley will endeavour to facilitate these, there may be circumstances (e.g. multiple sudden emergency hospital escorts) where it is not possible to also facilitate those advance appointments which can be safely rescheduled, in order to maintain safe and decent operating levels.</p> <p>Whilst the staffing profile of Prison Officers at HMP/YOI Hindley has improved, the prison continues to operate in accordance with PSI 07/2017: 'Regime Management Planning', to ensure that local staffing resources are</p>	Governor	Completed and ongoing



			managed in such a way that maintains safe staffing levels at the prison. The prison's Regime Management Plan (RMP) includes the ability to allocate staff to ensure prisoners can attend the most urgent hospital appointments whilst maintaining a safe and secure regime.		
5.29	The prison should develop a memorandum of understanding with the local authority for social care assessments and provision, and awareness of social care arrangements in the prison should be raised. (2.71)	Agreed	<p>This recommendation is agreed on the basis that the provision of adult social care is subject to the needs assessment, funding and prioritisation processes of the Local Authority's adult services. It is for the Local Authority to make arrangements to ensure the care and support needs of prisoners are met, subject to their assessment and application of the eligibility criteria in the Care Act.</p> <p>The Social Care PSI 03/2016 supports the implementation of the mandated actions of the Care Act 2014 within prisons. A Memorandum of Understanding (MoU) is mandated between all prisons and Local Authorities where applicable. All staff within HMP/YOI Hindley will ensure that individuals with needs for care and support are identified and referred for assessment, and that the prison enables access to care and support services where these are provided.</p> <p>A draft MoU for social care is currently being consulted on between HMP/YOI Hindley, Bridgewater NHS Foundation Trust and the local authority. Once this consultation has taken place the memorandum of understanding will be finalised, signed and appropriately publicised to all staff involved in making social care arrangements.</p>	<p>Governor</p> <p>Governor</p> <p>Governor/ Director of Bridgewater NHS Foundation Trust</p>	<p>Completed and ongoing</p> <p>December 2018</p>
5.30	All prison officers should be trained to recognise when referral for mental health assessment is necessary, and to support those with mental health issues on the wings. (2.78)	Agreed	<p>The guidance on the referral process for mental health assessments will be updated and issued to all relevant to staff. The mental health team will provide briefings and support alongside this.</p> <p>Residential staff will access the relevant mental health e-learning package to help them support those with mental health issues on the units. HMP/YOI Hindley will deliver Suicide and Self-harm Prevention (SASH) module 6 Mental Health training as a priority to staff working in the CSU, Reception and First Night Centre. The SASH module 6 Mental Health Training includes a general introduction to mental health, recognising potential signs and how to signpost to relevant department. It also covers depression, anxiety, bipolar disorder, schizophrenia and personality disorder and assists staff in identifying what signs may be noticed in a prisoner who has these, and how staff can help to manage the prisoner whilst they are in our care.</p> <p>HMPPS Learning and Development are also currently working with the MoJ Workforce Strategy team and Prison Safety Team to review the entire mental</p>	<p>Governor</p> <p>Governor</p>	<p>April 2019</p> <p>April 2019</p>



			health training provision for staff which will include face to face and e-learning courses. Required changes will be made to the training materials following the review and recommendations.		
5.31	A drug recovery wing should be established as soon as possible, provided that the regime and prisoners' time out of cell improve. Staff working on the recovery wing should be specially selected and trained, and not regularly redeployed. (2.85, repeated recommendation 1.51)	Agreed	<p>The Recovery Wing has opened and has around 40 service users' in residence. The timetable is taking shape and Weekly implementation meetings are held on Recovery Wing and the Substance Misuse Service (SMS) delivered by Phoenix Futures, are supporting the development and operation of the unit. The enabling element of the unit is also being taken forward following an initial focus group in July 2018.</p> <p>The Prison Officers working on this unit do not fall under the flexible resources element of the RMP during the core day which will provide consistency of staffing on the unit. Staff were selected through an expression of interest which requested from them evidence of their commitment and motivation to work on the unit.</p> <p>A training plan will be developed with Phoenix Futures which will include the training for the Prison Officers working on the unit.</p>	Governor Governor Governor	Completed and ongoing Completed and ongoing April 2019
5.32	There should be regular pharmacist input into the prison, and prisoners should have access to patient counselling, medicine use reviews and pharmacy-led clinics. (2.94, repeated recommendation 2.65)	Agreed	<p>Patients can request appointments with the Pharmacist via the application process and the Pharmacist will arrange to visit the site. The on-site Pharmacy Technician provides clinic sessions as required; these are advertised by posters around the site. All medicine reviews are completed by the GP and clinically screened by the Pharmacists at HMP Risley who provide HMP/YOI Hindley with this service prior to dispensing. The Pharmacist also attends the on-site Medicines Management Meeting, to provide advice and information relating to all processes relating to pharmacy i.e. licencing, prescribing, dispensing & administering.</p>	Director Bridgewater Community Healthcare NHS Foundation Trust	Completed
	Time out of cell				
5.33	All prisoners on standard IEP level should spend at least 10 hours a day out of their cell on weekdays, and all prisoners should have enough time out of cell every day to facilitate activity, showers, exercise and telephone calls. (3.11)	Partly Agreed	<p>This recommendation is partly agreed as there is a shortfall of around 80 full time activity places and whilst plans are being taken forward to provide these spaces these will be subject to capital and resource funding which is not available at this time.</p> <p>The new core day had been phased in at HMP/YOI Hindley since February 2018 and is now fully implemented providing 10 hours out of cells for prisoners on the standard and enhanced regime. All prisoners receive enough time out of their cell every day to facilitate activities, showers, exercise and telephone calls. These action points will, however, sit alongside</p>	Governor Governor	Completed and ongoing



			actions recorded for those prisoners who choose to self-isolate as detailed in the response to recommendation 5.7 above.		
5.34	All prisoners should have the opportunity for at least weekly access to the library. (3.12)	Agreed	<p>The Library timetable allows for all classes and workshops to attend one session per week. The library is available on a rota basis in the evening Monday – Thursday, this is currently enabled by the two Activity Officers and the Library Orderlies. A register of names are kept by the Librarian and numbers of prisoners attending are monitored by the Learning and Skills Manager.</p> <p>The monitoring and delivery of library services by NOVUS now form part of the Quality Improvement Group (QIG).</p> <p>There is an outreach library service planned to ensure that other prisoners can access books on a regular basis. This will be delivered by library mentors. Prisoners who self-isolate will be able to access this service.</p>	Governor Governor	Completed December 2018
5.35	Data on gym attendance should be analysed to identify which groups of prisoners use the gym. The facilities should be promoted to those who do not attend. (3.13)	Agreed	<p>The Physical Education Instructors (PEIs) monitor Gym usage through maintaining daily diaries with numbers of prisoners attending gym sessions. These are shared with the Activities Custodial Manager and monitored within the Reducing Re-offending function and discussed at the monthly Quality Improvement Group.</p> <p>The PEI's also use the attendance data from the daily diaries and the ethnicity data from Prison NOMIS to provide an ethnicity breakdown of gym attendance and this report is sent to the Head of Safer Custody and Equality and reviewed at the Equality Action Team Meeting.</p> <p>Gym facilities are promoted to all new prisoners on arrival through the PE induction and the PE orderlies promote the activities to prisoners. A sports day was held during July as part of the calendar of events to promote positive behaviour and improve health and wellbeing and PE competitions are held on the bank holiday weekends as part of the calendar of events.</p>	Governor	Completed and ongoing
5.36	Access for prisoners to team sports and activities should be improved. (3.14)	Agreed	The Physical Education programme has been revised to increase time dedicated to team sports and related activities. A Physical Education Instructor (PEI) vacancy has been filled and is currently undertaking training, which will assist implementation of the revised programme. The five a side pitch is now operational and football is part of the programme with no detriment to other PE activities. A healthy living course has also been introduced to support the recovery wing. PEI staff now monitor PE session usage and will promote the facilities across the establishment.	Governor	Completed
	Education, skills and work activities				



5.37	Prison and Novus managers should develop and implement effective quality improvement arrangements for all aspects of education, vocational training and prison work. (3.24)	Agreed	<p>The quality calendar provided by the regional team is discussed and reviewed at the QIG and Observation of Teaching Learning (OTLs) and are refreshed every year in-line with the quality calendar. Novus OTLs will commence early Autumn and the profile will be updated. Measures to improve the quality of teaching and learning are being monitored via the quality improvement plan (QIP) with the HMPPS contract team. Any staff identified as under-performing will be placed on an action plan and be monitored accordingly. Additional staff training has been provided on Individual Learning Plans (ILPs) and lesson plans to assist with quality and expectations. The Post Inspection Action Plan (PIAP) contains nine further sub-actions regarding the quality of delivery.</p> <p>Learners are only allocated to courses if they have enough time to complete. Improved joint working with Novus and the Activities Hub are assisting with this. All learners are seen on Induction and allocated according to their learning need and release date. A recent Governor's Order issued in July 2018 mandates that all prisoners must have completed a level 1 in functional skills before they can attend any other activities. NOVUS and HMP/YOI Hindley are working towards ensuring that prisoners are allocated appropriately. Due to the recent changes in the HDC process the HDC eligibility date is now considered on allocation to activity to ensure prisoners have sufficient time to complete qualifications and/or courses.</p>	Governor	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
5.38	Prison and Novus senior managers should develop an accurate self-assessment report and a robust improvement action plan. (3.25)	Agreed	<p>A refresh of the self-assessment report (SAR) was undertaken in consultation with regional learning and skills advisers and senior colleagues from NOVUS to improve the provision of education at HMP/YOI Hindley which was inadequate and not a popular option for prisoners.</p> <p>A robust action plan followed from this overseen by the Head of Reducing Reoffending at learning and skills meetings. The Quality Improvement Plan (QIP) is updated weekly and an internal quality review (IQR) was completed in August 2018. There is also monthly face to face meetings with the Governor and senior NOVUS managers and the QIP is reviewed at these meetings.</p> <p>The achievement data and feedback from learner voice will inform the draft SAR and the new joint SAR will be produced by NOVUS and HMP/YOI Hindley by the end of December 2018 in line with the quality calendar.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>December 2018</p>
5.39	Prison and Novus managers should review and develop the provision to meet fully the	Partly Agreed	Prison and Novus managers will review and develop the provision to align with the developmental needs of prisoners, but we cannot commit to fully meet all those needs due to resource constraints.		



	developmental needs of prisoners. (3.26)		<p>HMP/YOI Hindley is now operating a full core day which provides six and half hours of structured regime activity. The Head of Reducing Re-offending, Learning & Skills Manager, Industries Manager and NOVUS have conducted a review of available activity areas within the prison. This involved identifying all possible areas that could be used to run activities. Many classrooms have been re-designated and many new activities have come on line. The plastering workshop (Workshop 6) which was run by NOVUS, is now a contract service workshop being managed by the prison.</p> <p>Space in Zone 1 and Zone 2 Education has been re-designated and a Resettlement Hub has opened on zone 2. The Virtual campus is now being used and a Job Club has started jointly with DWP.</p> <p>A review of the education curriculum was also undertaken informed by relevant LMI (Local Market Information) data on the learner needs and consultation with learners. Consultation with prisoner peer representatives took place through the Reducing Re-offending Queensland meeting held bi-monthly to seek views about the curriculum and potential activities. The Governor, Learning & Skills Manager and Activities Custodial Manager also held three focus groups with prisoners who were refusing to engage in education activities and their feedback was used to inform the review. The new curriculum will include Tenstar (virtual plant training), Railtrack and barbering.</p> <p>A timetable is also in place to ensure there are monthly learner focus groups.</p>	Governor	Completed
				Governor	Completed
				Governor	December 2018
				Governor	Completed and ongoing
5.40	National Careers Service and prison managers should collect and use information about prisoners' progression to jobs, education or training on release, to improve the effectiveness of the provision. (3.27)	Not Agreed	<p>This recommendation is not agreed as previous requests for data from the CRC relating to jobs, education or training on release has not been met. This will be escalated to regional commissioners. The National Careers Service contract also ended on 31 March 2018 with no replacement identified at this time.</p> <p>Local information is, however, gathered at the Discharge Board and discussed at the monthly QIG. If the data recommended by HMIP was available the QIG would use this to inform the curriculum to assist in preparing prisoners for employment, education and training opportunities on release.</p> <p>HMP/YOI Hindley await Information Advice and Guidance (IAG) allocation with the new education commissioning arrangements. This service will be jointly provided by the prison, education provider, Department for Work and Pensions, ACHIEVE, and Shelter (CRC) to avoid duplication of service. Use of the virtual campus has allowed live job searches. LMI data informs induction provision.</p>	Executive Director Community Interventions/ Executive Director Prisons/ Governor	



5.41	Tutors should use information about prisoners' starting points to plan learning activities which reflect their abilities. (3.35)	Agreed	<p>NOVUS ensure that tutors have and use relevant information from the learner record service and locally conducted assessments to plan learning activities. Prisoners received from contracted prisons have no learner record service (LRS) data so this information is now gathered locally during the induction process.</p> <p>Tutors meet with individual learners before the end of their course to discuss and agree their next learning goals and are then allocated onto the appropriate course or work activity accordingly.</p> <p>The resettlement plan starts on arrival at HMP/YOI Hindley leading to a board held twelve weeks prior to discharge attended by the education provider and other resettlement agencies.</p> <p>The Head of Reducing Re-offending will ensure five percent of the discharge plans are assured and any learning points fed back to the education provider and other key partners.</p>	Governor	December 2018
5.42	Novus managers should ensure they equip tutors with the skills to teach younger and older prisoners effectively. (3.36)	Agreed	<p>Novus managers will conduct a training needs analysis focusing on the skills required by tutors to deal with the wide age range of learners at HMP/YOI Hindley. Following this a robust training plan for tutors will be developed and implemented from this. Additional staff training has been provided on Individual Learning Plans (ILPs) and lesson plans to assist with quality and expectations. Enigma, Teacher Effectiveness Enhancement Programme (TEEP) and active learning has also taken place. Managing challenging behaviour training will take place during the remainder of 2018.</p> <p>Measures to improve the quality of teaching and learning are being monitored via the quality improvement plan (QIP) with HMPPS contract team. NOVUS managers are also monitoring the achievement rates of prisoners' in activities monthly through the Education Performance Meeting (EPM) to identify any tutors skills gaps. Any staff identified as under-performing are on action plans and are being monitored accordingly.</p>	Governor Governor	December 2018 Completed and ongoing
5.43	Novus managers and tutors should ensure that prisoners with learning disabilities and/or difficulties have clear and detailed support plans which are reviewed regularly. (3.37)	Agreed	<p>A full review of the learning support process has taken place and new systems have been introduced which are monitored monthly with joint checks taking place between the Head of Learning and Skills and the Education Manager. 20% of all Additional Learner Support Plans (ALS) are reviewed monthly by the Head of Learning and Skills and the Education Manager to identify areas of concern and show evidence of progress. The findings of those reviewed are discussed at the monthly QIG meeting and delivery of any actions identified are monitored through the meeting.</p> <p>Classroom Toolkits are being used within the Enigma initiative for Functional Skills (FS). The Regional Training Director has visited and provided</p>	Governor Governor	Completed December 2018



			development action plans for FS delivery. Plans are shared with the individual learners who sign to agree the plan.		
5.44	Prison and Novus managers should increase significantly the number of prisoners who attend regularly and on time. (3.42)	Agreed	<p>A robust action plan is in place to address issues of timeliness and attendance and progress is being monitored via a weekly improvement monitoring meeting attended by all relevant stakeholders including the Governor or Deputy Governor.</p> <p>The Activities Custodial Manager and Activities Hub collate a range of data which includes acceptable absences. Refusals are monitored by the Residential Administrator and any unacceptable absences are challenged by the Activities Custodial Manager.</p> <p>Data on attendance is also raised by the Activities Custodial Manager at the daily morning meeting which is attended by multi-disciplinary managers.</p> <p>Operational staff have been briefed on the importance of prisoners attending activities and on the Government initiative encouraging all prisoners to achieve at least level one in functional skills on a training day in July 2018. The Activities Custodial Manager & Residential Managers have worked to improve the time it takes prisoners to move to, and from, activities. This has increased the length of time prisoners are engaged in activities. The time taken for the daily movements to and from activities is monitored on the daily Orderly Officers Quality Assurance check.</p> <p>The IEP scheme is discussed at the Reducing Re-offending Queensland meeting with prisoner peer representatives. The information gained will be utilised towards encouraging prisoners to attend activities.</p>	Governor	December 2019
5.45	Tutors should set clear expectations of good behaviour for prisoners and should support and challenge them to improve their conduct. (3.43)	Agreed	<p>Novus and the learning and skills manager have embedded the establishment's education provider behaviour policy is embedded and includes individual behavioural compacts which are robustly managed.</p> <p>Observations of Teaching and Learning (OTLs) are in place for all existing tutors and NOVUS managers are monitoring the achievement rates of prisoners' in activities to identify any tutor's skills gaps. Where further development to tutors teaching, skills are required improvements plans are being used through the provider's staff performance system.</p>	Governor	Completed and ongoing
5.46	Prisoners should receive sufficient support in prison work to improve their use of mathematics and vocabulary specific to the vocation. (3.44)	Agreed	<p>The Education provider has been commissioned to deliver a programme of outreach tutors to visit non-OLASS workshop activities and provide support to individuals to improve their functional skills.</p> <p>All industries staff have attended TEEP training and undertake appraisals and by April 2019 all Specialist Officer Instructors will be delivering training and qualifications. Prior to that being fully realised the education provider will continue to ensure there is peripatetic support to non-OLASS workshops.</p>	Governor Governor	Completed April 2019



5.47	Instructors in prison work should recognise and record accurately the personal and vocational skills that prisoners develop. (3.48)	Agreed	<p>All industries staff have attended TEEP training and undertake workshop appraisals for men in their areas.</p> <p>The passport to employment scheme will be implemented and developed to provide each learner with a record of their achievements whilst attending both non-OLASS and OLASS activities and will enable any learner to show a future employer that they have attained employability soft skills (e.g. attendance and work conduct). Work to increase the general awareness of employability skills amongst prison staff will be undertaken.</p>	Governor Governor	Completed December 2018
5.48	Novus managers should ensure that significantly more prisoners complete their courses in functional skills in English and mathematics and other low performing courses. (3.49)	Agreed	<p>Improvements in the core day has increased the amount of time available for learners to spend in education and the more predictable mid-week regime will now allow prisoners to more consistently complete and be accredited in functional skills. Functional skills are promoted through induction and events.</p> <p>It is acknowledged there are currently NOVUS tutors undergoing performance improvement plans and there is a weekly review of progress on the new curriculum. However, NOVUS is investing in quality of teaching and up skilling education staff which will be a driver to improve the quality functional skills provision and increase the level of completions. The Education Manager will set targets for teachers to improve performance in functional skills achievements. Planned and actual completions in English and Mathematics will be monitored at the Learning and Skills meeting which is held monthly and observations of lessons will take place jointly between prison and NOVUS managers providing feedback on the quality of teaching in those areas.</p> <p>The withdrawal data is investigated with consideration given to any changes of provision required.</p>	Governor Governor Governor	Completed and ongoing Completed and ongoing Completed and ongoing
	Children and families and contact with the outside world				
5.49	Release on temporary licence should be available for eligible prisoners to support contact with the outside world and to prepare for release. (4.7)	Agreed	<p>Eligibility for Release on Temporary Licence (ROTL) dates are communicated to eligible prisoners by their Offender Supervisors during the initial 28 day introduction meeting.</p> <p>Information about the application process has been communicated to prisoners via the Queensland meetings and ROTL application forms have been provided to all residential units.</p>	Governor	Completed and ongoing



			Support during the application process will be provided by Offender Supervisors and Key workers, once the OMiC Key Work model has been fully implemented.	Governor	March 2019
	Reducing risk, rehabilitation and progression				
5.50	All prisoners should have an up-to-date and comprehensive assessment of risk and need. (4.19)	Agreed	<p>Progress in addressing the backlog is hampered by the significant number of prisoners entering HMP/YOI Hindley without an OASys assessment and there are operational constraints to fully implementing this recommendation currently as the Offender Management in Custody Model (OMiC) is in the process of being rolled-out nationally. The new model will move the resource for OASys report completion into the training / resettlement estate and away from local / reception prisons where there is more time for engagement with the prisoner and for the plan to be produced. Once the roll-out is complete staffing levels will improve and the backlog of Offender Assessment System (OASys) reports can be addressed.</p> <p>Following a full study of the number of outstanding OASys by the Head of Offender Management, Offender Supervisors have been given a minimum completion target, with performance monitored by the Offender Management Unit (OMU) Custodial Manager (CM). All assessments are checked by the CM prior to sign off and returned for improvement if deemed necessary. Tutoring has also been identified to complete quality assurance assessor training.</p> <p>The number of outstanding OASys assessments are also monitored weekly during the performance meeting and reported via the quarterly (National Assurance Process (NAP) and Corporate Assurance meeting. A change to the staffing profile of the OMU department will provide a dedicated specialist officer provision for main residence and hours dedicated to OMU as part of the OMiC roll-out.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2019</p> <p>Completed and ongoing</p> <p>March 2019</p>
	Release planning				
5.51	The prison should be able to access data on employment, education and training outcomes. (4.33)	Agreed	<p>HMPPS will collect data to track prisoners' employment on release. Whilst data supplied by CRCs may not currently relate directly to the effectiveness of the provision individuals received whilst at HMP/YOI Hindley, HMPPS will explore ways to obtain relevant data and consider how to use it to measure the performance of both prisons and probation services to provide incentives for them to work together more effectively in the future.</p> <p>HMPPS intend to implement a performance measure into the 2019/20 prison framework to measure the percentage of offenders in employment 14 days</p>	Executive Director Community Interventions/ Executive Director Prisons	March 2020



			after release. For the NPS, HMPPS are developing a measure on the percentage in employment on termination of supervision. The specifics of the measure are under consultation and data quality is being reviewed to ensure these are meaningful, good quality measures that HMPPS can set targets on.		
5.52	The procedures for the assessment of home detention curfew should be timely and failures in the process should be dealt with at the highest level. (4.34)	Agreed	<p>HMP/YOI Hindley is now compliant with the new PSI 01/2018 - Home Detention Curfew (HDC) Assessment Process which has streamlined the HDC process and enhanced the timeliness for when prisoners receive HDC.</p> <p>A process is in place locally to identify those prisoners that have recently transferred but have not had an application instigated by the previous establishment to allow this to be commenced at the earliest opportunity. In these instances, the prison strives to complete the application within the agreed timescales, however this may be impacted dependent on the date the prisoner arrives.</p> <p>The Head of Offender Management monitors failures in the timeliness of the process to identify any issues or lessons that can be learned and reports are provided to the weekly performance meeting and monthly corporate assurance meeting. The Prison Group is also notified every three weeks with an update of any prisoners who have passed their eligibility dates.</p>	Governor	Completed and ongoing

Recommendations	
Agreed	39
Partly Agreed	10
Not Agreed	3
Total	52

