



HM Prison &
Probation Service

Action Plan: HMP Elmley

Action Plan Submitted 05 November 2019

A Response to the HMIP Inspection 23 April – 3 May 2019

Report Published 20 August 2019

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 Elmley

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Main recommendations				
	To the governor and HMPPS				
5.1	There should be an urgent coordinated review of accommodation available for prisoners released from Elmley, and relevant action taken to provide suitable sustainable accommodation on release. (S45)	Agreed	<p>At a national level HMPPS are developing an accommodation strategy, to be completed during 2019, which will address the necessary activities to support offenders into accommodation after custody. An additional 22 million pounds has already been invested in an enhanced specification for Through the Gate Services. The new specification clearly sets out how offenders in prison should be supported to find accommodation on release. The payment mechanism for Through the Gate Services in non-resettlement prisons has been reviewed and amended to bring about improvements to help offenders find accommodation. Subject to available resources, HMPPS plan to expand capacity in Approved Premises and in the Bail Accommodation and Support Service.</p> <p>There is insufficient suitable sustainable housing in Kent to meet need, however HMP Elmley is engaged with both the Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC) and other Community Partners to gain better access to accommodation for prisoners upon release, including being part of a Community Project within East Kent.</p>	<p>Community Interventions Operational Delivery Unit, HMPPS</p> <p>Governor</p>	<p>January 2020</p> <p>January 2020</p>



	Recommendation				
	To the governor				
5.2	The prison's investigations into incidents of violence should be comprehensive and thorough to ensure that the perpetrators and victims of violence are managed and supported, and to understand the causes of violence. (S35)	Agreed	<p>Investigations will be comprehensive with clear recommendations and actions taken. Findings will be used to inform HMP Elmley's strategy.</p> <p>All violent incidents will be logged on IRS (Incident Reporting System), which will be used to inform a trend analysis and decision making process as to how responses to violent incidents will be progressed. Trends will be discussed and analysed at the weekly SIM (Safety Intervention Meeting) and monthly SCM (Safer Custody Meeting).</p> <p>Those involved will be managed and supported by Key Work, introduced as part of the HMPPS Offender Management in Custody (OMiC) model which ensures that supportive professional relationships will be formalised, through contact sessions and case notes to assist prisoners in making changes in their behaviours and thinking.</p> <p>Victims and perpetrators of violence meeting the threshold will be managed and supported through Challenge Support and Intervention Plans (CSIP).</p>	Governor	December 2019
				Governor	March 2020
				Governor	March 2020
				Governor	March 2020
5.3	Managers should develop and monitor an effective drug supply reduction strategy. (S36)	Agreed	<p>A new Drug Strategy and associated action plan will be developed by March 2020. Progress against objectives will be monitored via the Drug Supply Reduction meeting.</p> <p>HMP Elmley will develop systems for disrupting the supply of drugs, by reinvigorating the drug testing process and increasing the use of suspicion based testing.</p> <p>This work will be quality assured by the Head of Drug Strategy, and reductions in positive drug testing will be analysed and recorded by the monthly Drug Supply Strategy Meeting, attended or represented by all key functional stakeholders.</p> <p>Prisoner input, though consultation and feedback will form a critical part of the new Drug Supply Reduction Strategy.</p>	Governor	March 2020
				Governor	December 2019
				Governor	December 2019
				Governor	December 2019



5.4	Managers and staff should be visible and actively engage with prisoners during periods of unlock to enforce rules and promote safety. (S37)	Agreed	Following the successful recruitment of permanent Senior Managers and a review of functional responsibility, new Heads of Residence have been appointed with a clear brief to enhance Manager and Staff visibility, prioritising the supervision of prisoners at key times of unlock and where there is the potential for safety compromises.	Governor	Completed
			Following HMP Elmley's forthcoming MQPL (Measuring the Quality of Prison Life) inspection, outputs will be analysed, to identify areas of inconsistency in relation to the application of rules. Progress towards addressing any identified inconsistencies will be supported by the introduction of prisoners' feedback through consultation.	Governor	March 2020
			By modelling behaviour and challenging prisoners at key times, for example, on main movement or during association periods, the management team will support staff to appropriately challenge non-adherence to rules and expectations of behaviour.	Governor	December 2019
5.5	High standard of cleanliness should be set and maintained across the prison. (S38)	Agreed	Residential wing cleaning responsibilities will be reviewed with clear job briefs provided. Dedicated Cleaning Officers for each house block will be appointed. Identified responsibilities and expected standards will be introduced.	Governor	November 2019
			New cleaning schedules and cleaning equipment controls will be developed taking account of best practice identified by the National Clean and Decent project team.	Governor	January 2020
			HMP Elmley will incentivise high standards of cleanliness by linking the new local Incentives Policy to cell cleanliness. Management Decency checks will be introduced to monitor progress.	Governor	March 2020
5.6	The prison should have a clear strategy to identify and meet the needs of prisoners from all protected characteristic groups, ensuring there is no disproportionate treatment. (S39)	Agreed	A detailed Equalities needs analysis will be commissioned. This will identify all protected characteristics for prisoners and actions required to address needs.	Governor	February 2020



			<p>A review of locally submitted data (e.g. on outcomes relating to adjudications, use of force, Incentive and Earned Privilege (IEP) levels etc) and the Equality Monitoring Tool (EMT) returns will take place, ensuring that all identified characteristics are incorporated within data analysis to identify any evidence of disproportionate treatment.</p> <p>Senior Leader Team (SLT) led quarterly Equality Forums for prisoners with protected characteristics will be formalised with new Terms of Reference. HMP Elmley will commit to prisoner consultations, and a review of local and EMT data reporting will take place at the bi-monthly Equalities meeting.</p>	Governor	November 2019
				Governor	December 2019
5.7	Prisoners should be able to access internal and external health appointments promptly and within community-equivalent waiting times. (S40)	Partly Agreed	<p>This recommendation is partly agreed as the timeframe for the availability of external appointments is not within the direct control of the prison.</p> <p>HMP Elmley has a staffing profile agreed for medical escorts on a daily basis. The population has changed since agreement on current staffing resources; a full review has been commissioned between the Prison and NHS England to look at alternatives to external appointments. Data from the recent Health Needs Assessment will be used to inform the possible resourcing of new services, including an increase in available GP appointments at the Prison</p> <p>Whilst the staffing profile of Prison Officers at HMP/YOI Elmley has improved, the prison continues to operate in accordance with PSI 07/2017: 'Regime Management Planning', to ensure that local staffing resources are 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.</p> <p>Healthcare appointments are monitored monthly and discussed at the Partnership Boards with Health Commissioners and Governors.</p> <p>Non-attendance at clinics is discussed at daily Operations Meetings, chaired by the Governor.</p>	NHSE/ Governor	November 2019
				Governor	Completed
				Governor	Completed
				Governor	Completed



5.8	Prisoners should be enabled to participate in a range of vocational training and meaningful purposeful work to equip them with the skills they need to move into further education and /or training on release. (S41)	Agreed	Contracts awarded under the Dynamic Purchasing System (DPS) are now coming on line and will increase the number of vocational spaces available across the Prison.	Governor	March 2020
			In addition, HMP Elmley will embed contextualised functional skills in all work areas to be delivered by Specialist Instructors alongside Weston College Outreach Tutors. This delivery will be quality assured via learning walks carried out by the Education, Work and Skills (EWS) provider and the Head of Learning and Skills, on a monthly basis.	Governor/ Weston College	March 2020
			Journey to Work Portfolios will be re-energised within all industry work areas and robust monthly quality assurance put in place to ensure good quality entries. SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives will be incorporated according to individual need.	Governor	December 2019
			Non-accredited learning will be recorded, recognised and made available to all Partner Agencies. Recognition of hard work and achievement will be introduced through celebration events; Employee of the month and in-house certificates will form part of the prison's recognition of achievement.	Governor	November 2019
5.9	The reducing reoffending strategy should meet the needs of the specific population at Elmley to ensure that interventions are appropriate. (S42)	Agreed	With support from the Group lead, a full and thorough Reducing Reoffending needs analysis will be completed to inform a new Reducing Reoffending Strategy which will include analysis of the appropriateness of interventions offered and required.	Governor	December 2019
			This will be supplemented by an overarching action plan to drive improved performance across all pathways. Progress against the action plan will be a key agenda item at the bi-monthly Reducing Reoffending Committee attended by both the Prison and Resettlement Partners.	Governor	January 2020
5.10	Offender supervisors and keyworkers should have regular good quality contact with prisoners to help drive sentence progression. (S43)	Agreed	A new Prison Staff Profile was introduced in September 2019, removing the routine redeployment of specialist Prison Offender Managers (POM) to Supervising Officer roles. For POMs the Offender Management in Custody (OMIC) model does not stipulate contact levels, however the expectation is that POMs liaise with Key Workers and task them with	HMPPS/ Governor	Completed



			<p>appropriate work in addition to ensuring that Key Workers have knowledge and understanding of the sentence plan. Contact between POMs and prisoners will vary based on the sentence plan and other individual circumstances. The new staffing profile also provides Key Working for all prisoners, in line with OMiC requirements, who have an expectation of weekly contact with every prisoner to discuss issues such as sentence progression.</p> <p>A plan has been developed to provide additional POM supervision whilst progress is being made by the National Probation Service (NPS) in recruiting additional custody based Probation Officers to address existing shortfalls. As part of the plan, additional training will be provided by NPS to experienced POMs holding a high risk caseload.</p>	Governor	Completed
5.11	Public protection procedures should be given urgent and sustained attention to ensure that prisoners' risks are managed effectively. (S44)	Agreed	<p>Following a recent Investigatory Powers Commissioners Office (IPCO) inspection, HMP Elmley received advice as to how better to risk manage the number of prisoners subject to monitoring. The recommended approach allows greater focus on those posing the highest risk, removing the prison's current approach of trying to manage all risk levels the same way. This will enable improved quality of monitoring, in turn feeding into Interdepartmental Risk Management Team (IRMT) reviews and making them more effective, which will also reduce the backlog.</p> <p>Monitoring staff will be provided with training and support by the Public Protection (PP) team to help them gain an understanding of the reasons for monitoring and risks to consider, and are encouraged to visit the PP team in the Offender Management Unit (OMU) to discuss monitoring related concerns and breaches.</p> <p>New POMs caseloads have been agreed and are being rearranged under OMiC, which will allow for high risk pre-release non-MAPPA (Multi Agency Public Protection Arrangements) cases to be discussed and reviewed under supervision.</p>	Governor Governor Governor	November 2019 December 2019 December 2019



	Recommendations				
	Early days in custody				
5.12	Decisions to strip search prisoners should be supported by an individualised risk assessment. (1.6)	Agreed	An individualised Risk Assessment for searching requirements upon reception will be introduced. This process will be quality assured by the Head of Operations on a monthly basis.	Governor Governor	November 2019 November 2019
5.13	Prisoner who do not speak English should have access to induction information in a language they understand. (1.7)	Agreed	A full review of the Induction process will be carried out to include provision for prisoners for whom English is not their first language. This will include use of the contracted translation service, and staff and prisoners who speak other languages. Best practice for communication will be sought from other foreign national prisons to identify best practice.	Governor	December 2019
	Managing behaviour				
5.14	Staff should use the incentives and earned privileges (IEP) scheme systematically and fairly to encourage positive behaviour. (1.17)	Agreed	A new local Incentives Policy will be developed as part of a pilot for the National Project to replace IEP. The new policy will primarily be focussed on incentivising good behaviour and it will also introduce clear differentials between the levels of the scheme. Prisoners will be actively involved in its development. More robust quality assurance will be implemented to ensure fair application of the Policy, which will include locally submitted data for those with protected characteristics. This will take the form of management sample testing on a monthly basis as well as prisoner feedback being sought from the Elmley Community Group (ECG).	Governor Governor	March 2020 December 2019
5.15	Quality assurance of adjudications should provide regular feedback for adjudicators and segregation unit staff to encourage continuous improvement. (1.21)	Agreed	The Quality Assurance process for adjudications will be improved to ensure that it takes account of and tests for disproportionality in the adjudication process. Where adjudications are quashed on appeal, the individual Adjudicator will be advised as to the procedural errors. Feedback will be through the quarterly Adjudications Standardisation (AS) meeting and individually to those Operational Managers conducting adjudications. This will also include adjudications that have been quashed as part of the appeals process. Outcomes from the AS meeting will be fed back to Segregation Unit staff.	Governor Governor	November 2019 November 2019



5.16	There should be effective quality assurance processes to ensure that the use of force has been legitimate, necessary and proportionate. (1.27)	Agreed	A Use of Force (UoF) co-ordinator has been appointed, with responsibility for ensuring timely completion of paperwork and co-ordinating the monthly UoF committee. A key responsibility of this committee is also to ensure Lammy Review (The treatment and outcomes for Black, Asian and Minority Ethnic individuals in the Criminal Justice System) recommendations are met.	Governor	Completed
			To ensure the legitimacy and proportionality of its use, UoF reviews are conducted by the UoF co-ordinator. The committee currently reviews 10% of all filmed Use of Force incidents. Additionally, in order to strengthen governance, the committee will review all UoF where prisoners' complaints have been received or any instances where injuries have been recorded on either prisoner or staff.	Governor	November 2019
			Debriefs will take place with any prisoner who has been subject to a use of force. This will be documented and form a standing agenda item for discussion at the monthly UoF committee.	Governor	November 2019
	Daily life				
5.17	The prison should ensure that prisoners have a sufficient range and quality of food that meets all appropriate food safety standards (2.18)	Agreed	The Catering provision will be improved, with a focus on the quality, diversity and quantity at each meal time. Best practice from other sites providing a better regarded service will be obtained. The food consultation processes will also be updated and incorporated as a standing agenda item into other consultation minutes including Equalities forums and the Elmley Community Group (ECG).	Governor	December 2019
			A new approach to menu ordering and delivery will be developed to ensure that all prisoners receive their pre-ordered meal choice.	Governor	December 2019
			The new Cleaning Officer remit will be expanded to cover daily monitoring and recording of food standards and temperatures.	Governor	November 2019
5.18	All prisoners should be aware of opportunities to engage in consultation and the outcomes from consultation should be communicated effectively. (2.24)	Agreed	Individual house block representative meetings will be facilitated alongside improved communication from Residential management.	Governor	November 2019
			The Prisoner Chair of the Elmley Community Group Committee will publish a Community Notice informing all	Governor	December 2019



			prisoners of its purpose, Terms of Reference, standing agenda items and frequency of meeting. This notice will also inform prisoners how they can raise matters at the meeting and how the issues discussed will be published across the Prison for information.		
5.19	The prison should ensure that prisoners do not have to make repeated applications for services. (2.25)	Agreed	<p>The full roll-out of OMiC Key Worker arrangements will support greater problem resolution and reduce the number of applications needed from prisoners' perspectives.</p> <p>Procedures relating to this recommendation will be taken forward with Key Workers, Residential staff and, for non-confidential matters, prisoner peer workers, addressing and responding to all applications.</p> <p>This process will be overseen by the Head of Business Assurance, and will raise any resulting issues at the monthly SLT (Senior Leader Team) Performance meeting.</p>	Governor Governor Governor	November 2019 January 2020 March 2020
	Health, well-being and social care				
5.20	The transfer of patients to hospital under the Mental Health Act should take place within agreed Department of Health timescales. (2.78)	Partly Agreed	<p>The transfer coordinator for Kent prisons has a working protocol guideline which takes into consideration the Department of Health's (DoH) timescales and guidelines over transfer to secure hospital, however as transfers may be delayed, this recommendation cannot be fully agreed. As part of the service monitoring the timescale for these, the following expectations are in place:</p> <ul style="list-style-type: none"> • The provider to which a referral is made produces an assessment within 7 working days • Provide a decision around assessment within 10 working days • For those accepted for transfer, aim for transfer within 14 working days • Cases will be escalated to the Primary Healthcare Trust (PCT) commissioner if the patient is not moved within 30 days. Where applicable, relevant medical directors/chief executives are contacted to provide support over this. 	NHSE Operational manager/ In-reach manager/ Transfer coordinator	Completed



			Ordinary transfers under the Mental Health Act are conducted within agreed DoH guidelines. It is generally those with a need for a specialist bed/unit that are delayed. Agreement with NHS Commissioners where these situations occur, is that there will be an escalation process, involving Commissioners, to assist with the timely transfer of patients.	NHSE/ Governor	Completed
5.21	The prison should work in partnership with substance misuse service providers and consult with service users to develop a more structured recovery and well-being. (2.87)	Agreed	<p>The newly appointed Head of Drug Strategy will work with Forward Trust (a substance misuse service provider), to better understand the needs of the drug services users within HMP Elmley and develop, as part of the Drug Supply Reduction Strategy, a more structured enhanced recovery and wellbeing environment.</p> <p>A full review of the Recovery Community Action Plan will take place in line with the outcomes from the recent Health Needs Assessment. The Action Plan will then be monitored at the monthly Drug Supply Reduction meeting attended by all Prison and Partner Agencies.</p>	Governor Governor	December 2019 January 2020
5.22	Prison officers should consistently monitor and manage medication administration queues to reduce the opportunities for bullying and diversion, and to maintain patient confidentiality at the hatch. (2.95)	Agreed	<p>The supervision of medication queues by operational staff will be strengthened with the introduction of ad-hoc management checks. Through wing briefings, all staff will be reminded of the need to ensure that prisoners do not stand too close to the medication hatch, whilst others are receiving medications, to ensure confidentiality and reduce opportunities for bullying and diversion.</p> <p>In conjunction with Healthcare Partners, the newly created Head of Drug Strategy role will be tasked with developing a procedure for the management of those identified as persistently attempting to divert their own or others' drugs at medication hatches.</p>	Governor Governor	November 2019 January 2020
	Time out of cell				
5.23	All prisoners should have the frequent access to association and exercise in the open air. (3.8)	Agreed	The new profile will allow the delivery of a more consistent regime, including daily association and exercise in the open air. Management checks of association times, exercise and other aspects of regime delivery will be enhanced and subject to review by the Heads of Residence.	Governor	November 2019



			A pilot, underway on one house block to offer access to exercise to workers and non-workers at different times of the day, will be assessed to ascertain feasibility of delivery across the Prison.	Governor	December 2019
5.24	All prisoners should have access to regular physical education sessions. (3.9)	Agreed	The Physical Education (PE) report from December 2018 and more recent prisoner attendance data will be analysed to identify which groups of prisoners do not access the gym. These groups will be engaged through consultations, in order to ensure that access to the gym will be available to all prisoners, that access is promoted, to enable better understanding of their non-attendance and to support greater participation. The gym schedule will be revised in accordance with findings.	Governor Governor	November 2019 December 2019
5.25	Managers should eliminate the weaker practice in teaching and learning and improve the quality so that it is at least good. (3.27)	Agreed	A revision of the Teaching, Learning and Assessment Review will be carried out to include; <ul style="list-style-type: none"> • Monthly themed learning walks (Education Manager and Learning and Skills Manager) to observe the quality of delivery. • A minimum of three work scrutiny audits will be carried out each academic year by the Education Management Team. • All teaching staff will receive at least one developmental observation per year. • CPD (Continual Professional Development) and sharing good practice, lunch and learn sessions will be delivered in house, bi-monthly. • New staff will receive an observation within the first three weeks of teaching, to ensure that the tutor is supported at the earliest opportunity. • All tutors will keep a mandatory course file that shows clear evidence of planning for learning, sector updates, accumulative course data and learner feedback forms. Teaching practice will form a standing agenda item at the Quarterly Performance meetings between HMPPS and the provider.	Weston College/ Governor Governor	March 2020 December 2019



5.26	Staff should ensure that all prisoners attend their allocated activity and arrive on time. Staff should be made aware promptly of the reasons for prisoner absences, and take action to record these accurately and deal with unauthorised absences. (3.32)	Agreed	HMP Elmley has reviewed its unlock lists for all activities making Residential Managers directly responsible for ensuring all eligible prisoners are unlocked at movement times. Prisoners who are released from house blocks to attend activities and do not arrive in a timely manner will be challenged appropriately by staff.	Governor	November 2019
			Full analysis for non-attendance will take place considering individual issues and wider trends.	Governor	November 2019
			Separately, a project has been commissioned to fully review local procedures, both in terms of allocation to activities and attendance. All accepted recommended actions will be put in place as a priority.	Governor	December 2019
5.27	More prisoners should gain achievements in English and mathematics qualifications. (3.36)	Agreed	Enrolment targets for Functional Skills will be introduced and monitored at the monthly Prisoner Education Framework (PEF) meetings, with a view to increasing achievements in English and Maths.	Governor	November 2019
			For unsentenced prisoners, who do not have to attend education or activities, a modular approach will be developed to allow greater opportunity to achieve in both English and Maths.	Governor	November 2019
	Children and families and contact with the outside world				
5.28	The prison should ensure that visiting arrangements maximise the opportunity for all prisoners to maintain family ties, including visits starting on time. (4.7)	Partly Agreed	This recommendation is Partly Agreed for operational reasons. On those occasions when visits start time is impacted, the Prison will extend the finish time to ensure a full visits session is delivered. Management checks will be introduced to ensure adherence to the published regime with a particular focus on the timely commencement of visits.	Governor	December 2019
	Reducing risk, rehabilitation and progression				
5.29	Offender supervisors who manage high risk and sex offence prisoners should receive sufficient training and professional supervision. (4.20)	Agreed	For prisons where there are currently not sufficient probation staff, interim arrangements are in place. These arrangements are set out in the Case Management Support (CMS) model. The CMS model denotes that prisoners identified as high risk (tiers A and B) and where responsibility sits in the prison, will have an allocated probation officer who is ultimately	HMPPS	Completed



			<p>responsible for managing the risk the offender poses. The CMS role will be undertaken by a range of staff currently employed as offender supervisors and includes prison custody officers and contracted staff, in privately managed prisons.</p> <p>Prison Offender Manager (POM) training needs analyses have been completed for existing staff. These staff have commenced their core training overseen by the Senior Probation Officer (SPO). All training will be completed by the end of December 2019. The Offender Management (OM) team have group meetings to complete workbook material with the SPO. Individual POM supervision commenced during October 2019.</p> <p>An additional 0.5 SPO resource is currently in the process of being recruited and will support additional supervision.</p> <p>As new OM staff are recruited, individual training needs analysis will be completed.</p>	<p>SPO/ Governor</p> <p>SPO/ Governor</p> <p>SPO/ Governor</p>	<p>December 2019</p> <p>January 2020</p> <p>Completed and Ongoing</p>
5.30	Prisoners should have an up-to-date OASys assessment. (4.21)	Partly Agreed	<p>This recommendation is Partly Agreed as following the review of the Offender Management in Custody (OMiC) model, the resource for OASys report completion will move into the training/resettlement estate. As part of the OMiC model, implementation prisons are being asked to develop and implement a plan to reduce their OASys backlogs for those assessments they are responsible for. HMPPS rolled out schedule for the case management element of the model and the transition period during October 2019. The move to a dedicated resource to complete this work should have a positive impact on outcomes.</p> <p>A new Prison Staff Profile was introduced in September 2019, removing the routine redeployment of operational POMs to Prison Officer Supervisor roles.</p> <p>The new staff profile supports HMP Elmley in addressing the backlog of OASys reports.</p>	<p>HMPPS</p> <p>Governor</p> <p>SPO/ Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>



	Interventions				
5.31	Release on temporary licence (ROTL) should be used to support resettlement with appropriate prisoners, subject to risk assessment. (4.29, repeated recommendation 4.5)	Agreed	The prison will develop limited ROTL initiatives within the policy framework with a particular focus on resettlement and supporting family ties.	Governor	March 2020

Recommendations	
Agreed	27
Partly Agreed	4
Not Agreed	-
Total	31

