



HM Prison &  
Probation Service

Action Plan HMP/YOI Chelmsford

Action Plan Submitted 11 December 2018

A Response to the HMIP Inspection of 21 May – 7 June 2018

Report Published 12 October 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 <b>must</b> 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 <b>must</b> 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 CHELMSFORD

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Main recommendations to the Governor</b>				
5.1	Managers should work proactively to reduce levels of violence and develop and embed a range of initiatives to address the problem. (S38)	Agreed	<p>HMP/YOI Chelmsford will review the Violence Reduction (VR) policy to deliver a clear strategy with processes identified for managing data from VR investigations, Safety Diagnostic Tool (SDT) and internal intelligence to help provide prison staff with the tools needed to pro-actively reduce violence levels.</p> <p>The prison has introduced CSIP (Challenge, Support, Intervention, Plan) as part of the VR strategy to allow for early identification of likely perpetrators of violence and manage their behaviour.</p> <p>HMP Chelmsford will introduce a range of interventions to pro-actively manage prisoners who are likely to be involved in violence or have been involved in violence in previous establishments including:</p> <ul style="list-style-type: none"> <li>- Luke Ambler (a motivational speaker who engages men who make poor decisions when managing their emotions) delivers 1-2-1 sessions / groups work with men at risk of committing acts of violence.</li> <li>- Roll out of conflict resolution throughout the establishment using trained staff and prisoners</li> <li>- VR challenge meetings</li> </ul> <p>The Multi-Disciplinary Team meeting will take steps to better manage men with Mental Health issues that contribute to their levels of violence. This will be a monthly meeting chaired by the Healthcare Manager.</p> <p>The prison has invested in all operational grades as part of Continuous Officer Development (COD) program which will build staff confidence in:</p> <ul style="list-style-type: none"> <li>- challenging prisoners</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2018</p> <p>Completed</p> <p>January 2019</p> <p>January 2018</p> <p>Completed</p>



			<ul style="list-style-type: none"> <li>- managing conflict</li> <li>- enhance their knowledge around learning disabilities and personality disorders</li> </ul> <p>The prison has rolled out the use of Five Minute Intervention (FMI) and Body Worn video Cameras (BWVC) to outlying workshops and areas to further reduce the potential of violence. FMI up skills staff in managing their communication and interaction with prisoners. BWVC is known to de-escalate prisoners who are non-compliant.</p> <p>The prison will introduce prisoner forums targeting individuals involved in violence to further explore the reasons for their violence and inform decision making and strategy.</p> <p>The prison will implement a safer communities meeting to discuss and plan the management of prisoners, who are of concern to Security, Safer custody and Residence teams</p> <p>The prison will expand the use of the information from the debt committee to change processes, to help prevent prisoners getting into debt in their early days in custody.</p> <p>The prison will review and re launch the local policy relating to the Incentive and Earned Privileges (IEP) scheme with a clear focus on promoting pro social and positive behaviour creating a reward focused ethos.</p> <p>The prison will work with Safer Custody and the Community Rehabilitation Company's (CRC) to encourage an expansion in provision within the attitudes, think and behaviour pathway.</p> <p>Delivery of Key work will be prioritised to ensure that supportive professional relationships assist prisoners in making changes in their behaviours and thinking.</p> <p>The impact of the actions above will be monitored by the Safer Custody meeting and fed into the SMT.</p>	Governor	Completed
				Governor	March 2019
				Governor	December 2018
				Governor	January 2019
				Governor	January 2019
				Governor	January 2018
				Governor	March 2019
				Governor	March 2019
5.2	Managers should invest in staff, processes, resources and technology to help	Partly Agreed	This recommendation is Partly Agreed as resources for the technology required are not yet secured to allow for full delivery of this recommendation. The prison will, however, explore the range of technological measures available to reduce the drug supply.	Governor	January 2019



reduce the drug supply into the prison. (S39)	The prison will establish closer working relationships with Essex police, policy leads to develop a local strategy to better manage the organised crime gang members located within the prison.	Governor	March 2019
	The prison will work with the police in joint operations to prevent the entry of drugs into the prison via visits.	Governor	March 2019
	The following window grills have been fitted to cell windows vulnerable to throw overs. The following cells will also have new windows grills added: F wing Ones landing 8 - 12 and 13 – 17, F wing Twos landing 8 - 12 and 13 – 17.	Governor	March 2019
	The prison will develop a searching matrix focused on preventing contraband entering the prison including: <ul style="list-style-type: none"> <li>- stop and search of prisoners as contained within the Local Searching Strategy</li> <li>- enhanced perimeter checks</li> <li>- increase staff searching</li> <li>- timely intelligence led searching of prisoners</li> <li>- partnership run visits operations</li> <li>- review of dog deployment</li> </ul>	Governor	December 2018
	The prison has introduced COD and ongoing training, targeting gaps in staff knowledge around drug use, searching, the use of intelligence and dynamic security.	Governor	Completed
	The prison will give all Custodial Managers (CM) an awareness in the role and function of the security department including Incident Reporting System (IRS) and Mercury Intelligence System to ensure intelligence is processes and acted on in a timely manner.	Governor	December 2018
	The prison has reviewed the profile to maximise the regime and explore better control of movement of prisoners to reduce the opportunity for prisoners to move / receive contraband.	Governor	Completed
	The prison will implement a strategy for improving the prevention and detection of contraband entering the establishment via mail or visits.	Governor	December 2018
From November 2018, the prison now provides a wider range of information for family members to allow them to influence prisoners in desisting from drug use.	Governor	Completed	



			<p>The prison will train all Nights Officers and Operational Support Grades (OSG) in the use of the mobile phone detector to allow for effective intelligence gathering.</p> <p>The prison will consider the profile against the Regime Management Plan to deliver a consistent Frequent Testing Program (FTP) to encourage desistance. This will be supported by an increased number of staff trained in Mandatory Drug Testing (MDT).</p> <p>The prison will ensure that Keyworkers are engaging prisoners and signposting men to get the support that they need.</p> <p>Outcomes from all of the above actions will be monitored via the drug strategy meeting and fed into the SMT.</p>	Governor	December 2018
				Governor	January 2019
				Governor	January 2019
				Governor	January 2019
5.3	Managers should improve the care staff provide to men who were at risk of self-harm and there should be a better focus on the issues raised by the PPO in relation to deaths in custody. (S40)	Agreed	<p>The prison will plan and deliver ongoing training to equip staff who have dealings with men who are at risk including:</p> <ul style="list-style-type: none"> <li>- Suicide and Self-Harm (SASH)</li> <li>- COD</li> <li>- Case management training</li> <li>- Regional coaching and support for Supervising Officers who are carrying out Assessment Care in Custody Teamwork (ACCT) reviews</li> <li>- Supervision for staff who are dealing with the most challenging prisoners e.g. Healthcare and the Segregation Unit</li> <li>- Awareness of mental health and personality disorders.</li> </ul> <p>The regional Safer Custody lead will review progress against all Prison and Probation Ombudsman (PPO) recommendations from the last 5 years and the prison will develop a strategy to embed all recommendations.</p> <p>The prison delivers a range of assurance and quality checks for ACCTs supported by a compliance register. Feedback will be provided to staff to ensure appropriate standards of care are provided.</p> <p>HMPYOI Chelmsford's Safer Custody Team will introduce a re-visit interview for prisoners who have self-harmed repeatedly to better understand what worked, what helped and what didn't. This data will be collated and feed into the Safer Custody meeting to inform the prison's strategy.</p> <p>The prison will focus on improving mental wellbeing for all prisoners, particularly those on ACCT documents by:</p>	Governor	March 2019
				Governor	December 2018
				Governor	Completed
				Governor	December 2018
				Governor	March 2019



			<ul style="list-style-type: none"> <li>- improving the regime</li> <li>- supporting men with 121 work</li> <li>- Improving Access to Psychological Therapies (IAPT)</li> <li>- Fully implement Key Worker (KW), offering a greater understanding of a prisoner's individual circumstances.</li> <li>- use of family engagement where appropriate</li> <li>- the use of distraction techniques</li> <li>- the use of Prison Officers for Constant Supervision's, offering more meaningful interaction as staff have a wider knowledge of the establishment, support mechanisms etc.</li> </ul> <p>The prison now delivers an effective assurance process for the answering of cell call systems actively challenging failings. Checks are currently carried out by the Functional Heads in Residence and will be devolved to the CM's with an overarching assurance check by the Functional Head.</p> <p>The impact of the actions above will be monitored via the safer custody meeting and fed into the SMT.</p>	Governor	Completed
				Governor	January 2019
5.4	Managers should ensure prisoners are held in clean and respectful living conditions. (S41)	Agreed	<p>The prison has reviewed the profile and core day to maximise time out of cell allowing for adequate time for cell cleaning.</p> <p>The prison has instigated a range of assurance checks by all grades to ensure delivery against a clear standard of cleanliness and decency, including adherence to the offensive display policy.</p> <p>Funding has been secured for refurbishment of:</p> <ul style="list-style-type: none"> <li>- B1 and C3 landings and cells</li> <li>- A,B,C,D Serveries</li> <li>- A wing segregation showers</li> </ul> <p>The prison will ensure that there are adequate key amenities to deliver the requirements for prisoners e.g. cell furniture, cleaning equipment and kit including mattresses, pillows, sheets and kettles.</p> <p>The prison will introduce cell compacts and pre-occupancy checks to deliver a consistent standard of accommodation. This will be supported by Keyworkers, encouraging men to take personal responsibility for their hygiene and the cleanliness of the wing.</p>	Governor	March 2019
				Governor	Completed and Ongoing
				Governor	March 2019
				Governor	January 2019
				Governor	December 2018



			<p>The prison will work with Government Facility's Service Limited (GFSL) to eradicate the outstanding maintenance tasks requirement to make living conditions decent.</p> <p>As part of prison reforms the long-term goal is to reduce overcrowding, while maintaining sufficient capacity in the prison estate to manage the demands of the courts and the sentenced population as efficiently as possible. This level is kept under constant review, taking into account fluctuations in the prison population and useable capacity across the estate. The prison ensures that this level of operational capacity is set to reflect the provision of safe and decent accommodation and the operation of suitable regimes and that levels of crowding in prisons are carefully managed.</p> <p>The occupancy of prison cells is determined by the Governor of each establishment and, where cells are proposed for sharing when they were originally designed for single occupancy, this is certified by the relevant Prison Group Director in accordance with PSI 17/2012, which provides clear guidelines for determining cell capacities.</p>	<p>Governor</p> <p>HMPPS Prison Estate Transformation Programme</p> <p>Prison Group Director, Governor</p>	<p>March 2019</p> <p>March 2021</p>
5.5	Managers should ensure there are clear and effective processes so prisoners can be consulted, make requests and resolve issues. (S42)	Agreed	<p>The prison will review and improve the following processes:</p> <ul style="list-style-type: none"> <li>- Complaints</li> <li>- Applications</li> <li>- Pin phone system</li> <li>- First night in prison canteen (prisoner shopping from own funds)</li> </ul> <p>New processes will be underpinned with an effective assurance and governance process delivering confidence that these new arrangements are adequately meeting prisoner's needs.</p> <p>The prison has introduced Prison Information Desks (PID) across all wings. These are information points staffed by prisoners where men can get support and advice on the prison, where to send their request and what information will be needed.</p> <p>The prison has established</p> <ul style="list-style-type: none"> <li>- a Prison Council (PC)</li> <li>- A number of forums targeting key groups of prisoners including unemployed, young prisoners and areas such as Kitchen.</li> <li>- Wing forums allowing the men an opportunity to raise generic issues and processes that are causing frustration.</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2018</p> <p>December 2018</p> <p>Completed</p> <p>Completed</p>



			<p>- The prison continues to drive Keyworker hours offering prisoners the opportunity to make requests and resolve issues.</p> <p>The prison has up-skilled staff via the COD to ensure staff are able to answer queries and issues at the earliest opportunity.</p> <p>Outcomes against this recommendation will be measured via MQPL, and feedback from prisoner councils.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>March 2019</p>
5.6	Robust governance structures, including consistent and competent health staff, effective leadership and improved partnership working between the prison and health providers, should ensure health provision consistently meets the needs of prisoners. (S43)	Agreed	<p>Following the receipt of the CQC enforcement notice on 27th July 2018, NHS England is working with the healthcare provider to implement its recommendations, via an Action Plan which cover these points.</p> <p>This Action Plan is being shared with the prison governor and there are weekly phone calls taking place to monitor progress across all areas as well as a monthly detailed review. NHS England expects Essex Partnership University NHS Foundation Trust (EPUT) to devolve the funding made available by NHS England to staff the service and offer safe healthcare to prisoners. As the registered provider, EPUT has the responsibility for ensuring safe levels of staffing.</p> <p>The prison is working with the Healthcare provider to ensure that delivery of their services are enabled. This is driven by an Operational Delivery meeting chaired by the Deputy Governor to offer adequate Governance and assurance.</p> <p>The Commissioner has funded an additional manager to drive Governance and assurance until the end of the current tender.</p> <p>The Healthcare Provider delivered a comprehensive action plan to respond to the inspection findings and will deliver actions within its gift and/ or in conjunction with the prison up to the end of contract consistent and competent staff and improved health provision.</p> <p>The Healthcare Manager contributes to all key actions by attending and/or inputting into the wider operational work to ensure that they are an integral part of the Senior Management Team.</p> <p>The Healthcare Provider collates the needs analysis and ensure delivery meets the identified need.</p>	<p>NHSE</p> <p>Governor</p> <p>Essex Partnership University NHS Foundation Trust (EPUT)</p> <p>EPUT</p> <p>EPUT/Governor</p> <p>EPUT/Governor</p> <p>EPUT</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



			The Healthcare Provider evidences effective Governance structures that will be subject to assurance checks, including CQC revisits. An interim revisit has been completed since completion of the inspection.	EPUT	Completed
5.7	Time out of cell should be improved and adhere to the published regime.	Partly Agreed	<p>This recommendation is partly agreed as whilst the establishment will take all reasonable steps to ensure adherence to the published regime, there will be occasions where legitimate operational reasons cause delay or change to the regime in part or all of the prison.</p> <p>The prison will produce a new core day to increase time out of cell (including a domestic period for all) within the resourcing envelope.</p> <p>Improved outcomes against this recommendation will be overseen by the Duty Manager on a daily basis with oversight by the SMT.</p>	Governor Governor	March 2019 March 2019
5.8	Men should have at least an hour's exercise outside every day. (S44(ii))	Not Agreed	This recommendation is not agreed due to national policy. The minimum daily exercise in the open air for prisoners, on ordinary location is 30 minutes. This is set out in PSI 75 / 2011 Residential Services and equally applies to those who have been segregated. This provision is mandatory subject to weather conditions and the need to maintain good order and discipline.	Governor	
5.9	Managers should ensure that there are sufficient activity places and that attendance, accreditation and the recognition of prisoners' progress are improved. (S45)	Partly Agreed	<p>This recommendation is partly agreed as without significant investment HMP Chelmsford is unable to provide activity for every prisoner. At capacity Chelmsford can provide part time work/ education for 32% and full time work/ education for 30% of prisoners.</p> <p>The prison will however undertake all possible steps to fully utilise activity places including working with providers to explore how building / maintenance qualifications could be offered and develop working parties to enable men to practice the skills learnt.</p> <p>Activities will be published and attendance of individuals will be encouraged by keyworkers.</p> <p>A review of the pay policy will be undertaken to further motivate attendance.</p> <p>The prison will explore a range of internal work opportunities including use of men graduating from internal education classes.</p> <p>The prison will implement improved provision for vulnerable prisoners following the change of location of the VP unit in the prison, maximising activities available to them on the wing.</p>	Governor Governor Governor Governor Governor	March 2019 March 2019 December 2018 March 2019 March 2019



			<p>The prison will implement a method of recognising prisoner's progress and skills development including:</p> <ul style="list-style-type: none"> <li>- Work Ready Skills</li> <li>- Effort and changes in behaviour.</li> <li>- Level 1 Health &amp; Safety in both Recycling and Laundry</li> <li>- WAMITAB accreditation in Recycling</li> <li>- Guild of Launderers accreditation in Laundry</li> <li>- 1 day accreditations in First Aid (Level 2 and 3) and Manual Handling (L2)</li> <li>- to increase delivery to BWLA Leader (Level 2 / 3), Health Trainer (Level 2) and Active IQ (Level 1 &amp; 2)</li> <li>- The Key Workers will ensure this is reflected in their contact.</li> </ul>	Governor	March 2019
5.10	Managers should ensure that men have their resettlement needs assessed on arrival and prior to release, and that offender management arrangements meet the needs of all eligible groups. (S46)	Agreed	<p>The prison assesses all men on arrival including completion of the Basic Custody Screening Tool (BCST) 1 to record their resettlement needs and plan for their custodial sentence.</p> <p>The prison will deliver full staffing within the Offender Management Unit (OMU), to allow for development of the Offender Management (OM) role and training.</p> <p>The prison will increase staff and prisoner awareness of the Resettlement support available, utilising:</p> <ul style="list-style-type: none"> <li>- Resettlement booklet</li> <li>- Notice boards</li> <li>- Insider and PID training, allowing peer to peer information sharing covering opportunities and resettlement services available.</li> <li>- Reducing Reoffending attendance at Prisoner Council</li> </ul> <p>The prison will strengthen partnership working with the CRC and National Association for the Care and Resettlement of Offenders (NACRO).</p> <p>The prison will review Steps to the Gate (pre-release course which identifies and addresses men's needs as they near release) to ensure that men receive the support need to progress in to the community and on transfer. Outcomes for prisoners will identify our success in this area around accommodation and access to Employment, Training and Education on release.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>March 2019</p> <p>December 2018</p> <p>December 2018</p> <p>December 2018</p>



Recommendations	
Agreed	6
Partly Agreed	3
Not Agreed	1
<b>Total</b>	<b>10</b>

