



HM Prison &  
Probation Service

Action Plan: HMP & YOI Chelmsford

Action Plan Submitted: 16<sup>th</sup> December 2021

A Response to the HMIP Inspection: 9<sup>th</sup> to 21<sup>st</sup> August 2021

Report Published: 24<sup>th</sup> November 2021

## 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 <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 CHELMSFORD

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Key concerns and recommendations</b>				
	<b>To the Governor</b>				
7.1	Key concern 1.33: Over a quarter of prisoners said that they felt unsafe at the time of this inspection and more than half had felt unsafe at some point during their stay at Chelmsford. Levels of violence remained amongst the highest of all local prisons since 2018. Analysis of data was poor, preventing a deeper understanding of risks, so it was unsurprising that plans to tackle violence and improve outcomes were limited or non-existent. The lack of accountability over staff manifested itself in an over-reliance on the small safer custody team, whose work was given insufficient priority, and in the failure of other staff	Agreed	<p>HMP Chelmsford published a new list of Strategic Objectives in October 2021, including a commitment to creating a safer prison through a reduction in violence. The following actions will be taken to ensure that this commitment is understood by all staff and implemented effectively;</p> <ul style="list-style-type: none"> <li>• Publication of a Safety Strategy, including a <i>Violence Reduction</i> (VR) action plan. This will be prepared with support from the National Safety team, ensuring early identification of potential violence and will outline activity to address causes of violence and steps to manage behaviours.</li> <li>• Embedding Challenge, Support and Intervention Plans (CSIP) with support from the National Safety Team. Each prisoner subject to CSIP will have meaningful targets set and reviewed within the weekly Safety Intervention Meeting (SIM).</li> <li>• Review of security processes and resourcing to ensure effective action to address the causes of the violence, such as drug supply (see recommendation 2) and to ensure timely analysis of Mercury Intelligence Reports (MIRs). This will allow for intelligence regarding potential</li> </ul>	Governor and National Safety Lead	March 2022



	<p>and senior leaders to take responsibility.</p> <p><b>Recommendation: Levels of violence should be reduced significantly so that prisoners feel safe. All staff should be clearly committed to reducing violence. Good data analysis should underpin this progress by providing a better understanding of the risks and required actions.</b></p>		<p>violence to be communicated promptly to managers and support a proactive approach towards safety.</p> <p>Managers and staff at HMP Chelmsford will demonstrate a clear commitment to reducing violence by;</p> <ul style="list-style-type: none"> <li>• VR will be listed as a standard agenda item at various prisoner forums. This will provide a safe opportunity for people in prison to share concerns regarding safety and will also be used to communicate action taken to improve safety.</li> <li>• VR representatives have been recruited and, alongside additional communications through notices/ posters on residential units and feedback at the above forums, will help ensure that people in prison are aware of the latest data and initiatives to reduce violence.</li> </ul> <p>The strategic approach to VR will be underpinned by a robust understanding of risks as follows;</p> <ul style="list-style-type: none"> <li>• The National Safety Team will facilitate a violence/safety summit in April/May 2022 to support a deeper understanding of risks and planning for further improvements.</li> <li>• The monthly Safer Custody meeting will continue to direct the strategic response to developing trends, drawing on data collected and analysed by a new safety analyst. Further improvements in the analysis and use of data will be supported by a masterclass designed by the National Safety Team, with input from PPSP.</li> </ul>	<p>Governor</p> <p>Prison Group Director and National Safety Lead</p>	<p>March 2022</p> <p>May 2022</p>
7.2	<p>Key concern 1.34: Evidence showed that the supply of drugs remained a key threat to safety and the health of prisoners at Chelmsford.</p>	<p>Agreed</p>	<p>A comprehensive Drug Strategy and action plan has been implemented (October 2021). Actions will be adapted in response to intelligence and analysis, ensuring effective targeting and to make full use of all available methods by;</p>	<p>Governor and Head of Risk &amp; Security Countermeasures</p>	<p>March 2022</p>



	<p>Despite efforts to reduce this there were some gaps in the approach. For example, drug testing was not taking place and the body scanner was not used to full effect.</p> <p><b>Recommendation: Drug supply should be reduced further through the delivery of an effective strategy and action plan which makes use of all the available methods including increasing the use of the body scanner and restarting drug testing for prisoners.</b></p>		<ul style="list-style-type: none"> <li>• The Risk and Capabilities Unit (RaCU) have supported further assessment of the risk of conveyance via the most common potential routes. This includes consideration of procedures and processes through the reception area, ensuring lawful, decent and effective practice is applied in relation to searching, application of searching aids and the use of handcuffs etc. RaCU recommendations, and follow-up support, will inform a holistic approach to addressing the risks. This will include assistance from the Drug Strategy team to reduce both supply and demand.</li> <li>• Mandatory Drug Testing (MDT) was reinstated in September 2021. 5% random testing will continue and will be supplemented by the reintroduction of suspicion testing.</li> <li>• The use of the body scanner has increased and will be maximised when justified and appropriate.</li> <li>• HMP Chelmsford will act as a pilot site for paperless 'Rule 39' legal correspondence.</li> </ul> <p>The Drug Strategy and action plan will be monitored at monthly Drug Strategy Meetings, through which information will be pro-actively shared with all relevant departments and partner agencies to reduce demand and supply, and support recovery. The meeting will draw on data analysis and trends to direct the strategic response. This will include analysis in relation to MDTs and use of the body scanner.</p>	Governor	March 2022
7.3	Key concern 1.35: At our 2018 inspection we raised serious concerns about the prison's work to prevent suicide or self-harm. Despite our recommendations and the subsequent intervention of the	Agreed	Immediate action has been taken to ensure prompt cell bell responses at all times and effective night safety procedures. This includes improved assurance checks and Safe Night briefings by two permanent night Custodial Managers prior to the commencement of each night shift (see 28-day Action Plan).	Governor	Completed





			managerial reviews of serious self-harm incidents will be co-ordinated through this strategic meeting.		
7.4	Key concern 1.36: Prisoners experienced real frustrations in getting anything done. In our survey, significantly fewer prisoners than in 2018 reported that staff treated them with respect or that they had somebody to turn to for help and some were even more negative in their views. Almost half of the prisoners in our survey said that they had been victimised by staff, particularly those prisoners with disabilities and mental health problems. A dominant staff culture, which we describe as negative and damaging, led to the failure to support or promote safety, decency or rehabilitation among prisoners. Too many staff were dismissive in their dealings with prisoners or evidenced only limited empathy for those for whom they were responsible. A lack of accountability and management oversight of staff enabled poor practice to go unchallenged and in our staff	Agreed	<p>The Governor has published a strategic vision for HMP Chelmsford ('Setting a New Standard'), drawing on analysis of findings from a recent <i>Culture Review</i>. This outlines the key objectives over the next 18 months and will ensure that staff have high expectations of people in prison. HMP Chelmsford will ensure that staff promote safety, decency and rehabilitation by;</p> <ul style="list-style-type: none"> <li>• Implementation of Key Work, with support from the Offender Management in Custody (OMiC) national team. Key Work will be implemented in accordance with Procedural Justice Fundamentals, directed by the newly appointed local procedural justice lead.</li> <li>• PPSP will conduct a <i>Confidence and Competence</i> toolkit staff questionnaire in relation to the effectiveness of staff support, including measures set out in the 28-day UN Action Plan. This will include the efficacy of the Standards Coaching Team (SCT), training delivered to date and floor walker provision. Analysis will be used to identify further support and training needs.</li> </ul> <p>HMP Chelmsford will ensure that staff engage constructively with people in prison and are held to account for responding to their reasonable requests.</p> <ul style="list-style-type: none"> <li>• New application processes have been put in place to ensure full and timely responses, including to ensure that relevant templates and information is readily available. Arrangements for robust monitoring of quality and timeliness will be implemented by February 2022.</li> <li>• Data and statistics will be analysed in Safer Custody and Diversity &amp; Inclusion (D&amp;I) Meetings, to understand the make-up of the population and the relationship between protected characteristics and the use of discretionary</li> </ul>	Governor and OMiC National Keywork Lead	April 2022
				Governor	April 2022



	<p>survey, too few felt that managers set high standards of behaviour.</p> <p><b>Recommendation: Prisoners' perceptions of their treatment should be improved. Staff must have higher expectations of prisoners and take personal responsibility for the promotion of safety, decency and rehabilitation. Staff should engage constructively with prisoners, respond positively to their reasonable requests and managers should hold them to account.</b></p>		<p>processes. Findings will inform actions to counter perceptions of fair treatment and/or to identify and address disproportionality.</p> <ul style="list-style-type: none"> <li>The prison has assigned each Senior Management Team (SMT) member a protected characteristic strand to lead on. Prisoner forums will be held with a structured agenda and actions will be agreed to address concerns (including, but not limited to perceptions of victimisation). Improvements will be communicated to the wider prison by publishing and distributing minutes with an action log, to demonstrate what has been achieved.</li> </ul>		
7.5	<p>Key concern 1.37: Many cells were cramped, in poor repair and grubby, and those on the first night unit remained poorly prepared. Many cells were graffitied and had inadequate furniture, and there was a shortage of pillows, decent mattresses and kettles. Many shared cells had no toilet screening and some toilet seats and lids were broken. The infestation of rats persisted on some wings and</p>	Agreed	<p>HMP Chelmsford will improve living conditions and ensure that the prison environment is in a good state of repair by;</p> <ul style="list-style-type: none"> <li>Utilising the temporary reduced operational cap to enable a rolling refurbishment programme, including a Clean Rehabilitative Enabling Decency (CRED) team to ensure room-ready cells.</li> <li>Implementation of new cleaning schedules and painting programmes.</li> <li>Both prisoners and staff will be coached and trained in their duties to improve standards, with staff training for <i>Cleanliness and Decency</i> commencing November 2021.</li> <li>Through commissioning of additional pest control, nesting sites have been identified and will be removed.</li> </ul>	Governor and Prison Group Director	June 2022





	<p>in serveries, and rubbish had been allowed to accumulate in some areas which only served to exacerbate this problem.</p> <p><b>Recommendation: Prisoners should live in a clean and decent environment that is in a good state of repair and fit for purpose.</b></p>		<ul style="list-style-type: none"> <li>All broken toilet seats have been replaced through the ongoing CRED programme. Public Sector Prison Industries (PSPI) have measured all cells and holding rooms requiring privacy screening, which will be supplied to HMP Chelmsford for fitting.</li> <li>Recommendations from PSPI in relation to the availability of key amenities and effective systems for requisition, ordering, replenishment of kit and exchange of clean clothing/ bedding will be implemented.</li> </ul> <p>£890,000 investment has been agreed to address a range of security and decency issues across the site, through priority improvements to windows (ventilation and security grills), replacement generators and shower refurbishment.</p>	Governor and Government Facility Services Limited	April 2022
	<b>To the Governor and Healthcare Provider</b>				
7.6	<p>Key concern 1.38: Significant staff shortages in health care, particularly in the mental health and pharmacy teams, had affected the delivery of services. Many prisoners had experienced delays in receiving their medication, which was detrimental to their care, and some aspects of medicines management was unsafe. There was an over-reliance on agency staff, particularly in the mental health team, which meant that service continuity could not be guaranteed. There were still weaknesses in partnership</p>	Agreed	<p>A pharmacy reprofile is underway, including consideration of weekend staffing. Four pharmacy technicians and a new Pharmacy Manager have been recruited. The Pharmacy Manager will conduct a medication dispense review, including consideration of the risk assessments for in possession medication and reduction in high use tradable medications.</p> <p>HMP Chelmsford will conduct a regime profiling exercise in early 2022 to provide staffing to support dispensing of medication along with supporting staffing resource to attend external hospital appointments. Movements to appointments and activities were reviewed in November 2021, resulting in the implementation of mass morning and afternoon movements, which will facilitate healthcare attendance during the core day.</p> <p>The Mental Health (MH) service has been reprofiled and a MH Team Lead and Head of MH have been recruited. An additional</p>	<p>Healthcare Provider</p> <p>Governor</p> <p>Healthcare Provider</p>	<p>December 2021</p> <p>April 2022</p> <p>February 2022</p>



	<p>working between the prison and the health service, with inconsistent officer support to manage medicine administration effectively and enable clinics to run efficiently, and too frequent cancellations of external hospital appointments.</p> <p><b>Recommendation: The health needs of prisoners should be fully met and the management of medicines should be safe. Prisoners should be able to attend all their clinical appointments.</b></p>		<p>Registered MH Nurse (RMN) is now located in reception to support referrals.</p> <p>A partnership meeting chaired by Primary Healthcare and attended by a senior leader representing HMP Chelmsford provides a forum for communication and action in relation to any concerns around medication and healthcare provision.</p>	Governor and Healthcare Provider	Completed and quarterly.
	<b>To the Governor</b>				
7.7	<p>Key concern 1.39: Many prisoners were locked in their cell for almost 23 hours a day, with an inevitable toll on their well-being. This reflected in part the COVID-19 restrictions but even in 2018 when we last inspected, we found many prisoners locked in cell for 22 hours day. Plans to introduce a meaningful regime were limited and being implemented far too slowly.</p> <p><b>Recommendation: Prisoners should have</b></p>	Agreed	<p>HMP Chelmsford will conduct a re-profile of staffing to ensure that time out of cell is resourced to promote rehabilitation and mental well-being and to improve the regime, giving all prisoners the opportunity for six hours out of cell per day.</p> <p>HMP Chelmsford will ensure that time out of cell is regular and predictable by;</p> <ul style="list-style-type: none"> <li>• Moving to <i>Regime Stage 1</i> as soon as this can be safely and reliably implemented, with current plans in place to do so in December 2021.</li> <li>• Publication and promotion of the new core day regime.</li> <li>• Prioritisation of exercise time, to ensure consistent access.</li> </ul> <p>HMP Chelmsford will provide quality activities and encourage people in prison to access available time out of cell by;</p>	Governor  Governor  Governor	April 2022  April 2022  April 2022



	<b>regular and predictable time out of cell, which is sufficient to promote rehabilitation and mental well-being.</b>		<ul style="list-style-type: none"> <li>• A review of activities and education provision will be completed and resulting PSPI recommendations will be implemented.</li> <li>• Improving predictability of access, in order to provide the confidence to sign up to available activities in the knowledge that engagement will not be interrupted unnecessarily.</li> <li>• A newly opened barista will be made available to men who have maintained good attendance. Conversely, men who make themselves intentionally unemployed will have television access removed during the core working day.</li> </ul>		
7.8	<p>Key concern 1.40: Public protection arrangements were not robust. The inter-departmental risk management team had not met since early 2020, leaving no clear oversight and audit of risk management arrangements for the release of prisoners posing the highest risk, including those managed under multi-agency public protection arrangements (MAPPa). There was a backlog of phone calls waiting to be monitored for public protection concerns, which presented further gaps in risk management.</p> <p><b>Recommendation: Public protection measures and</b></p>	Agreed	<p>The Interdepartmental Risk Management Team (IRMT) has recommenced and will oversee measures to manage those posing a risk of serious harm and to support effective risk management planning through a fortnightly cycle;</p> <ul style="list-style-type: none"> <li>• The first meeting of the month will identify men who pose a High/Very High Risk of Serious Harm and/or are MAPPa eligible with 8 months left serve, concentrating on release plans and addressing key risk factors. These cases will be tracked month by month to ensure that actions to address concerns/issues are timely and meaningful and that the Community Offender Manager has the most up to date information.</li> <li>• The second meeting of the month provides a key focus on Public Protection measures and closely monitors those prisoners subject to Public Protection monitoring to ensure appropriate and proportionate measures. Breaches of restrictions are communicated across function and actions tasked accordingly to ensure that risks are effectively managed.</li> <li>• A review of these revised arrangements will be conducted after three months.</li> </ul>	Governor	February 2022



	<b>oversight to manage those presenting a risk of serious harm should be applied robustly.</b>		HMP Chelmsford will adequately detail PIN and mail monitoring to ensure that all prisoners subject to Public Protection measures have their phone calls and mail monitored as directed by IRMT.	Governor	February 2022
	<b>Recommendations</b>				
	<b>To the Governor</b>				
7.9	Recommendation 4.10: calls using cell bells should be responded to promptly	Agreed	To assure that cell bells are responded to promptly, a daily manual check will be completed by duty Custodial Managers. In addition, the Night Orderly Officer will complete checks of the last 24 hours cell bell response times. Any concerns of over expected response times will be reported to the Head of Residential to action with staff accountable. This will be recorded in a separate log and reported to the SMT morning meeting, until a sustained improvement is achieved.	Governor	December 2021
7.10	Recommendation 4.15: Prisoners should be served food of good quality and sufficient quantity.	Agreed	<p>Onsite advice and support has been provided by PSPI in relation to menus, kitchen equipment and catering. New kitchen equipment has been ordered and is being installed to improve cooking facilities, along with a new electronic menu planning system which will reduce risk of prisoners not getting the menu choice they have selected. PSPI will provide ongoing onsite support to oversee installation of equipment and the successful introduction of the menu planning system.</p> <p>The Duty Governor's observation and quality check log-book will be reviewed, to implement a daily check of food quality. Concerns will then be raised at the SMT morning meeting and addressed accordingly.</p> <p>The Prison Council has been reintroduced, including catering and food as a standard agenda item, allowing people in prison to raise concerns to be actioned by senior leaders.</p>	<p>Governor and Head of PSPI, Catering, Retail and PE</p> <p>Governor</p> <p>Governor</p>	<p>January 2022</p> <p>January 2022</p> <p>Completed</p>



7.11	Recommendation 4.20: The prison should maintain effective and timely applications and complaints systems that are subject to robust quality assurance.	Agreed	<p>HMP Chelmsford have reviewed the application process and introduced the use of carbon copies to improve the recording and dissemination of applications. Prison Information Desk Orderlies will record application submission and response, which will be tracked and analysed by residential leaders as part of their monthly assurance checks. This will then be communicated and discussed at the Monthly Senior Management Meeting.</p> <p>A new complaints template was published in November 2021, based upon Procedural Justice principles to support decent and transparent responses. Complaint responses are Quality Assured by the Senior Management Team once a month with good practice, areas for improvement and common trends shared with staff and managers. Quarterly reports will be provided to the Governor to ensure that improvements are maintained.</p>	Governor  Governor	November 2021  February 2022
7.12	Recommendation 4.25: Outcomes for prisoners in protected groups should be improved through the implementation of a comprehensive strategy that is informed by consultation and effective analysis of data.	Agreed	<p>Quarterly <i>Protected Characteristic Forums</i>, chaired by SMT leads for each area will be convened. Findings and actions arising from the meeting will be considered at the D&amp;I monthly meeting, alongside available data. Trends will be identified and actions for redress will be set.</p> <p>HMP Chelmsford will send the findings from a recent <i>Culture Review</i> (see 28-day Action Plan) and the dataset currently considered at the local D&amp;I meeting, for analysis by the national D&amp;I team. The national team will conduct a support visit in January 2022 and recommendations will inform the development of a new D&amp;I strategy, to promote a more inclusive environment.</p>	Governor  Governor and Head of D&I	March 2022  March 2022
7.13	Recommendation 4.33: Professional telephone interpretation should always be used when necessary.	Agree	<p>HMP Chelmsford will ensure that staff can access professional telephone interpretation for people in prison when necessary by;</p> <ul style="list-style-type: none"> <li>• Purchase of an additional conference telephone.</li> </ul>	Governor	March 2022



			<ul style="list-style-type: none"> <li>Providing PIN access to the <i>Big Word</i> telephone interrupting service to staff as appropriate, particularly those working in reception and first night departments.</li> </ul> <p>The national D&amp;I team will conduct a support visit in January 2022, which will include advice regarding the identification of individuals requiring interpreting support and the use of individual plans.</p> <p>Data in relation to the use of translation services will be tracked at the monthly D&amp;I meeting, to identify trends and areas for improvement.</p>	Head of D&I	January 2022
				Governor	March 2022
7.14	Recommendation 4.48: Responses to health complaints should address the issues highlighted and inform prisoners about how to escalate their complaint if they are unhappy with the response.	Agreed	<p>The Healthcare Provider will ensure that responses to health complaints address the issues highlighted and will maintain an assurance log of response quality and timeliness .</p> <p>The Healthcare Provider will promote the full complaints procedure (including how to escalate the complaint if a patient is unhappy with the response) through posters on residential notice boards, at the induction health screening and through peer mentors/ healthcare representatives. As part of the response to a complaint, patients will be reminded of the next steps to take if they are dissatisfied.</p> <p>The Healthcare Provider will conduct annual Quality Assurance, commencing January 2022, to confirm that the above actions are completed and embedded.</p>	Healthcare Provider	January 2022
				Healthcare Provider	January 2022
				Healthcare Provider	January 2022
7.15	Recommendation 4.49: There should be refresher training for officers on the use of codes for medical emergencies.	Agreed	<p>The Safer Prisons Team at HMP Chelmsford will continue to send a notice to staff outlining the correct codes for medical emergencies every six months. The next notice will be supplemented by refresher sessions led by the SCT.</p> <p>Duty governor night assurance visits will include dip testing of staff's knowledge on codes, which will inform decisions regarding further steps, which may include posters in wing offices, further</p>	Governor	March 2022
				Governor	March 2022



			refresher sessions and/or the reissue of business-card sized reminders, depending on need.		
7.16	Recommendation 4.75: Accurate data on transfers to mental health facilities should be used to analyse trends and demonstrate actions taken to make sure that patients do not wait too long for a transfer	Agreed	<p>The weekly healthcare report to SMT members includes transfer data, mental health team activity and the status of patients on the Enhanced Care Unit. Progression of transfers is discussed at the quarterly partnership board, supplemented by direct communication with Brockfield House forensic inpatient service, as the gatekeeper for referrals, where appropriate.</p> <p>Monthly data in relation to referrals and transfers will be sent to NHSE&amp;I to support monitoring of delays.</p> <p>Healthcare data, including in relation to transfers, will be shared as a standard agenda item at the Safer Custody meeting. Trends will be analysed at the partnership board and the Governor will escalate extended delays to the Head of Health and Justice, Essex, Hertfordshire and Bedfordshire (NHSE&amp;I) to ensure that transfers are affected as quickly as capacity in receiving hospitals permit.</p>	<p>Healthcare Provider</p> <p>Healthcare Provider</p> <p>Governor and NHSE&amp;I</p>	<p>Completed and quarterly.</p> <p>February 2022</p> <p>February 2022</p>
7.17	Recommendation 4.95: The dental team should be able to provide a full range of treatments, including those involving aerosol generating procedures.	Agreed	<p>The full range of treatments, including those involving aerosol generating procedures, will be offered by the dental provider.</p> <p>Access to treatment and patient perception will be monitored through the partnership board, healthcare forums and complaint analysis.</p>	<p>Healthcare Provider</p> <p>Healthcare Provider and Governor</p>	<p>April 2022</p> <p>April 2022</p>
7.18	Recommendation 5.16: The number of available places in education, skills and work should be increased. Leaders should also improve attendance and punctuality.	Agreed	<p>Education provision has been increased. The full curriculum and all industries have been re-opened.</p> <p>A review of available education, skills and work places and allocation processes will be undertaken. This will take account of</p>	<p>Education Provider/ Governor</p> <p>Education Provider/ Governor</p>	<p>February 2022</p> <p>February 2022</p>



			<p>PSPI recommendations made following recent onsite support and advice (see 28-Day UN Action Plan).</p> <p>Attendance and punctuality will be improved, informed by a recent review of local processes to encourage punctual attendance (including through rewards and awards for successful completion of courses) and to challenge lateness/ non-attendance.</p> <p>The HMP Chelmsford resettlement team will host forums with those who commonly do not attend activities and education, to gain a better understanding of reasons and obstacles. Common trends and themes will be shared with SMT and acted upon by the relevant Head of Function to improve future attendance.</p>	<p>Education Provider/ Governor</p> <p>Governor</p>	<p>February 2022</p> <p>February 2022</p>
7.19	<p>Recommendation 5.17: Leaders and managers should ensure that all prisoners receive effective ongoing advice and guidance to direct them to the most appropriate learning and work activities.</p>	Agreed	<p>HMP Chelmsford will provide and promote advice and guidance on the most appropriate learning and work activities by;</p> <ul style="list-style-type: none"> <li>• Advertising work opportunities within the prison on prisoner noticeboards and the television channel using locally created content.</li> <li>• Keyworkers will support and promote education, work and skills in their regular contact with prisoners.</li> <li>• The Information Advice &amp; Guidance advisor will meet new receptions during their induction period to outline and discuss each individual's most suited opportunities.</li> </ul>	<p>Education Provider/ Governor</p>	February 2022
7.20	<p>Recommendation 5.18: Leaders and tutors should ensure that prisoners with complex additional learning needs have clear plans to support them to access learning and make good progress.</p>	Agreed	<p>HMP Chelmsford's education provider will complete complex learning needs education plans for prisoners who are referred to education and are identified as needing additional support.</p> <p>The quality of support for those with additional learning needs will be monitored and challenged through the Quality Improvement Group.</p>	<p>Education Provider/ Governor</p> <p>Education Provider/ Governor</p>	<p>April 2022</p> <p>April 2022</p>





7.21	Recommendation 6.7: The social visits booking system should be easy to access.	Agreed	HMP Chelmsford implemented a queuing system on the telephone booking line in October 2021, which prevents the risk of those trying to secure a visit being cut off at times of high demand. In addition, the prison will consider the introduction of the HMPPS online visits booking system and will promote the email address through which bookings can be made, including by displaying the email address on HMP Chelmsford social media accounts.	Governor	February 2022
7.22	Recommendation 6.17: All eligible prisoners should receive regular, meaningful contact with prison offender managers.	Agreed	HMP Chelmsford will ring-fence operational Band 4 Prison Offender Managers (POMs) and are actively recruiting for two vacancies. Once these vacancies are filled, face to face meaningful contact will be provided in line with national OMiC expectations.	Governor	March 2022
			All POMs will complete mandatory learning packages, including to ensure that contact is meaningful and supports desistance. The Head of OM Delivery will continue to complete quality assurance and oversight of cases, assessing quantity and quality of sessions and ensuring consistency in the frequency of contact between cases.	Governor	March 2022
			In line with OMiC expectations, regular and meaningful contact with POMs will be supplemented by full implementation of key work, with support from the OMiC national team. Monthly data reports will be used to maintain close oversight of the percentage of prisoners receiving keywork and the national team will continue to conduct dip testing regarding quality. Twelve key work staff champions have been identified and will have monthly meetings with the Head of OM Services and CMs from Residential functions.	Governor and OMiC National Keywork Lead	March 2022



	Recommendation to HMPPS				
7.23	<p>Recommendation 6.26: HMPPS should make sure that prisoners can move to the most appropriate prison without delay.</p>	Partly Agreed	<p>This recommendation is partly agreed. The COVID-19 pandemic is having a lasting impact on transfer capacity within the adult male estate, particularly reception prisons such as HMP Chelmsford. Nevertheless, HMPPS are facilitating progressive moves wherever possible and in line with offender flow arrangements. Swift and efficient transfers between prisons, particularly progressive transfers to open and resettlement prisons, are necessary and desirable including to ensure that space remains within local/reception prisons. They ensure that prisoners are held in prisons providing an appropriate level of security as well as the appropriate interventions to allow them to progress with their sentence plan.</p> <p>In order to support reception prisons, maximise available capacity and ensure prisoners are accessing the required offending behaviour courses, some prisoners in the resettlement cohort are required to remain in training prisons in the interim. The Probation Service provides commissioned rehabilitative services for sentenced prisoners wherever they are held and released.</p> <p>There are complex and wide-ranging issues involved in transferring prisoners and allocation decisions must reflect both the specific needs and circumstances of the individual, as well as the operating environment and range of services at the receiving prison. Within the context of these, often competing operational and logistical demands, the Population Management Unit seeks to ensure that those who have been accepted for transfer are moved as soon as is practical.</p>	<p>Deputy Head Population Management, Prison Supply Directorate</p> <p>Deputy Head Population Management, Prison Supply Directorate</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>



	To the Governor				
7.24	Recommendation 6.32: Prisoners who stay at Chelmsford throughout their sentence should be able to access a range of offence-focused work.	Partly agreed	<p>This recommendation is partly agreed because, as a Category B Local prison, HMP Chelmsford has no available funding for programmes provision. Wherever possible, sentenced prisoners are transferred within 10 days of being sentenced and action by HMPPS is ongoing to address obstacles to timely transfer (see recommendation 7.23).</p> <p>HMP Chelmsford and East of England psychological services will review provision of offence-focussed work and ensure that a limited range of opportunities is provided. This will include offence focussed work with appropriately trained POMs.</p>	Governor	April 2022

Recommendations	
Agreed	22
Partly Agreed	2
Not Agreed	0
<b>Total</b>	<b>24</b>

