



HM Prison &
Probation Service

Action Plan: HMP Channings Wood

Action Plan Submitted: 08 November 2022

A Response to the HMIP Inspection: 11 and 18–22 July 2022

Report Published: 21 October 2022

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and 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 priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP CHANNINGS WOOD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	<p>Newly arrived vulnerable prisoners did not have safe or decent conditions. Cells were not always clean or adequately equipped, and they were exposed to the risk of violence, bullying and intimidation from other prisoners.</p>	<p>The Head of Residential Services (HoRS) will improve the safety and living conditions of Vulnerable Prisoners (VP) on the First night Centre (FNC) by:</p> <ul style="list-style-type: none"> Relocating the VP FNC, including living accommodation and group rooms, to the ground floor of living block 1 (LB1) to ensure all services are accessible for all prisoners, including any with mobility issues and to allow increased visibility and supervision by staff to monitor and prevent violence, bullying and intimidation. Induction Staff will carry out daily cell pre-occupancy checks, to ensure the cells are clean, decent, appropriately furnished and fit for purpose. Prior to any new reception being located in a cell on the VP unit, in addition to the Cell Sharing Risk Assessment (CSRA) process, staff will consider the demographics of prisoners sharing a cell. CSRA trained Supervising Officers (SOs) will oversee, monitor, and evidence pre-occupancy checks to ensure cells are decent and cellmates are appropriate using a local pro-forma. Ensuring all VPs receive an induction comparable to the main induction programme, including a step-up plan (a structured progression plan for learning and rehabilitation with the prisoner's key worker and education). The unit Custodial Manager (CM) will monitor, and quality assure delivery of the programme and report progress through bi-monthly meetings with the HoRS. 	Governor	<p>Complete</p> <p>Complete</p> <p>Complete</p>



		<ul style="list-style-type: none"> • Submitting an Asset Investment Bid (AIB) by April 2023 to replace and enhance Closed-Circuit Television (CCTV) across the prison to ensure potential blind spots are covered to assist in reducing the opportunity of violence, bullying and intimidation. If unsuccessful subsequent annual bids will be submitted. • A programme for refurbishment of the VP FNC induction cells is now in place, due for completion January 2023. The Clean, Rehabilitative, Enabling, Decent (CRED) team (trained prisoner workforce overseen by Government Facility Services Limited (GFSL) and a band 4 industries instructor) will be utilised to undertake the refurbishment. Identified damaged floors will be replaced as required as part of the refurbishment. • Reprofiting of the staff by March 2023 to increase resources on the first night centre to facilitate showers, phone calls and staff contact with new receptions. • Staff working on the VP FNC will complete local bespoke training linked with the induction package, e-learning for Working with Prisoners Convicted of a Sexual Offence (PCoSO) and Diversity and Inclusion training. 		<p>April 2023</p> <p>January 2023</p> <p>March 2023</p> <p>March 2023</p>
2	Key work was not sufficient and did not support sentence progression.	<p>The Heads of Offender Management Delivery and Services will improve the delivery and quality of key work to improve support for prisoners to progress their sentence by:</p> <ul style="list-style-type: none"> • The Monthly Key Worker newsletter will be reintroduced and distributed to all key workers that will include best practice, key messages, and ideas. • Reprofiting of the staff by March 2023 to increase key worker provision and delivery. • Rolling out a revised Key Worker Strategy and action plan, including a new keyworker allocation process, upskilling and development of staff 	Governor	<p>Complete</p> <p>March 2023</p> <p>March 2023</p>



		<p>groups in Offender Management in Custody (OMiC) and Keyworker strategies. The quality and delivery of keyworker, including frequency, purposeful and rehabilitative conversations will be monitored by the Offender Management Unit (OMU) CM and reviewed at the bi-monthly OMiC enabling meeting.</p> <ul style="list-style-type: none"> • Key worker champions will be identified, these will be residential officers additionally trained in the delivery of the Choices and Changes Maturity Toolkit who will support and mentor their colleagues to improve delivery and standards of key work. Improvements will be monitored weekly through the Digital Prison System and bi-monthly at the OMiC enabling meeting. • Introduce monthly meetings with Residential managers, Heads of Residence and OMU Managers on keyworker progress, ensuring constructive relationships are being developed fostering positive behaviours, and monthly (10%) Quality Assurance (QA) checks by Residential CM's of key worker notes. Additionally, the Heads of Offender Management Services and Delivery will check 10% of the CM's checks. 		<p>March 2023</p> <p>December 2022</p>
3	<p>The standard of accommodation on some living blocks was poor. Many cells and showers needed refurbishment, and conditions where two prisoners shared a cell designed for one were unacceptable.</p>	<p>The Governor and HoRS will improve the standard of accommodation on living blocks by:</p> <ul style="list-style-type: none"> • Reporting all defects to the Facilities Management (FM) provider GFSL, with progress against actions monitored at the monthly Tri-partite meeting chaired by the Head of Residential Services attended by GFSL, FM Contract Manager, Health Safety and Fire representative and the Regional Estates Manager. • In addition to daily Accommodation Fabric Checks (AFCs), a decency policy has been implemented that incorporates weekly SO and monthly CM checks to ensure accommodation meets the required standards. 	Governor	<p>Complete</p> <p>Complete</p>



		<p>Additionally, the HoRS will quality assure 10% of the CM's checks, and the Governor/Deputy Governor will carry out monthly checks of communal areas and living accommodation. Findings from all the compliance checks will be monitored at the monthly Residential and Governance and Performance meetings.</p> <ul style="list-style-type: none"> • All shared occupancy cells have been fitted with privacy curtains. • Capacity will be reviewed annually with the Prison Group Director (PGD), who will in turn certify cell occupancy in accordance with Certified Prisoner Accommodation Framework. • Window curtains and new safety curtain rails have been ordered from Prison Sector Prison Industries (PSPI). Once the rails have undergone testing and been approved (by PSPI) they will be fitted. In the interim Velcro window curtains are in place. • Carrying out a local decency audit of all living accommodation, with any missing and/or damaged furniture identified as part of the audit being replaced, to make every cell fit for purpose. The audit will also identify any cell flooring that requires replacement, that the CRED team will replace as part of their funded work programme. Progress and compliance will form part of the HoRS monthly report, monitored at the monthly Senior Management Team meeting (SMT). • Showers on living block four are in the process of being refurbished, with living block one scheduled to be completed next. MOJ Property Directorate have confirmed that funding is available for all the remaining living block showers to be refurbished, this will roll over year on year until all the showers have been refurbished. • MOJ Property Directorate have instructed a contractor to survey, design, cost and fit the replacement of damaged flooring site wide. 		<p>Complete Complete</p> <p>April 2023</p> <p>April 2023</p> <p>March 2024</p> <p>March 2024</p>
4	The application system was not functioning effectively.	The HoRS and the Head of Business Assurance (HoBA) will improve the effectiveness of the application system by:	Governor	



	<p>This contributed to high levels of frustration among prisoners.</p>	<ul style="list-style-type: none"> • Issuing an A-Z of HMP Channings Wood to all prisoners to answer many of the frequently asked questions. The A-Z will be issued to every new reception. • HMP Channings Wood will explore and bid for digital opportunities, such as kiosks and in cell technology, to support digital application and complaints processes to move away from paper-based systems. • Reviewing the applications process to ensure applications are appropriately logged and response times monitored to improve the outcomes for prisoners. Each Residential area has an applications log which is completed with returns logged for every application, assured by SO's and CM's as part of their decency checks. • The HoRS will quality assure 10% of all applications each month for quality and timeliness of the reporting, providing progress to the monthly performance meeting. • Prisoner information desks will be developed and embedded to provide greater signposting and information via Frequently Asked Questions (FAQs), to help answer queries without the need to submit an application. • Residential SO's will take responsibility for upskilling staff to enable them to provide resolution at the lowest level. Peer mentors will be empowered to provide advice and support for common issues. 		<p>Complete</p> <p>December 2022</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>
5	<p>Leaders did not make sure that there were sufficient places in education, skills, and work for all prisoners. As a result, too many prisoners waited a long time to be allocated to a programme that met their needs and not enough prisoners were participating in</p>	<p>The Heads of Reducing Reoffending (HoRR), Learning and Skills (HoLS) and the Education Provider will increase the available places in education, skills, and work, and the allocation of these spaces in order to prepare prisoners for release by:</p> <ul style="list-style-type: none"> • Introducing a monitoring tool that tracks vacancies to enable appropriate allocation to activities/education in line with the prisoner's individual step-up plan. 	<p>Governor/Education Provider</p>	<p>Complete</p>



	<p>education, skills, and work to be sufficiently well prepared for their release.</p>	<ul style="list-style-type: none"> • A weekly activity allocation board has been introduced to ensure opportunities are maximised and succession planning is undertaken in line with step up plans. • Improvements and progress, including allocation and attendance, will be monitored, and tracked at the monthly Quality Improvement Group (QIG), Education Performance Meeting (EPM) and Reducing Reoffending Meeting, and quarterly through the Prison Education Framework meeting. • A needs analysis to understand the demographics against current activities has been completed. This has informed the reconfiguration of one workshop to increase workplaces for main prisoners. • Utilising the Dynamic Purchasing System (DPS) to embed a Shannon Trust worker into the prison to deliver increased Maths and English provision and support an increased team of Shannon Trust Peer Mentors. • The regime has been reviewed to minimise disruptions to education delivery, with evening gym sessions now available for those attending education. • Undertaking a review of classroom Health and Safety risk assessments to safely increase classroom capacity. • The introduction of one additional workshop in the old Stores space. • The Annual Delivery Plan (ADP) for education is underpinned by a needs analysis to ensure the provision meets the requirements of the prison. An additional needs analysis will be completed to ensure the ADP still meets the requirements of the prison. 		<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>December 2022</p> <p>January 2023</p> <p>January 2023</p>
6	<p>Very few offending behaviour programmes were available for prisoners assessed as presenting a high risk of serious harm. This limited</p>	<p>The programmes manager at HMP Channings Wood will ensure all high-risk prisoners are assessed and signposted to the most appropriate treatment pathway (locally or nationally) to address their offending behaviour, and support the national process for high intensity interventions not available locally by:</p>	Governor	Complete



	<p>progression, which was especially acute for high-risk life sentence prisoners.</p>	<ul style="list-style-type: none"> • Adhering to the national Offending Behaviour Programme (OBP) prioritisation guidance, which is a national directive, and the national OBP strategy. To support the national process for referral for high intensity interventions not offered within Channings Wood, a thorough database of OBP needs across the prison is maintained and further assessment / consultation is provided to the Offender Management Unit. This will ensure individuals are referred to OBPs suitable to their offending and risk and identify other potential pathways when OBPs may not be appropriate. • In cases where treatment pathways are unclear, the prison will contribute directly to the assessment of high-risk individuals to ensure they are referred to the pathway that best meets their criminogenic and responsivity needs. Those identified as eligible and motivated to undertake another accredited OBP, are referred to a relevant specialist delivery prison and transferred as required. Accredited OBPs are not suitable for all individuals. • Provision of OBPs continues to be kept under review by an annual need's analysis and the broader HMPPS OBP strategy. • Raising progressive transfer requests with the Population Management Unit (see concern 14). Transfer requests are discussed at the monthly Reducing Re-offending meeting, any issues or concerns will be escalated to the monthly National Reconfiguration meeting. 		
	Key concerns			
7	There was CCTV in cells in the segregation unit, which could be viewed from the unit office, potentially breaching prisoners' privacy.	The CCTV cabling to the cells in the Segregation Unit has been disconnected. The cabling could be reconnected for future use to observe and monitor specific cells and its occupant, but only after completing the correct authorisation in line with Prison Service Instruction 2009-023 Intelligence - Regulation of Investigatory Powers Act (RIPA) - Covert	Governor	Complete



		Human Intelligence Sources (CHIS) and for no longer than necessary, at which point the cabling would be disconnected.		
8	There was a lack of functioning CCTV across the prison. Blind spots meant prisoners feared violent incidents would not be detected.	<p>HMP Channings Wood will address the lack of a fully functioning CCTV system by:</p> <p>Submitting an Asset Investment Bid by April 2023 to replace and enhance CCTV across the prison, to ensure potential blind spots are covered to assist in reducing the opportunity of violence, bullying and intimidation. If unsuccessful, subsequent annual bids will be submitted.</p>	Governor	April 2023
9	Leaders did not make sure that there was sufficient staff to run the education, skills, and work programme for prisoners effectively. This meant prisoners waited too long to join programmes. Those studying functional skills stayed on programmes beyond their planned end date.	<p>HMP Channings Wood Education Provider and the HoLSE will ensure there are sufficient staff to run the education, skills, and work programme for prisoners effectively by:</p> <ul style="list-style-type: none"> Producing monthly data on the number of learners beyond their planned end date in order to monitor effectiveness of delivery, and challenge target end dates at the monthly EPM and Teacher Quality Management Plan (TQMP) meetings. The Education Provider will recruit in line with the ADP to ensure there are sufficient staff to deliver the contract, utilising directly or non-directly employed tutors. This will be monitored at the EPM and TQMP. In addition, one functional skills tutor will be recruited to increase delivery (including outreach provision). In order to ensure the Education Provider provides a service suitable for prisoners to progress, any continued non provision of staff will result in the ADP being adjusted to deliver alternative courses of a similar subject area, as identified in the needs analysis report. This will be monitored at the EPM. 	Governor/Education Provider	<p>December 2022</p> <p>January 2023</p> <p>March 2023</p>



10	<p>Too few prisoners received sufficient support in education, skills, and work to aid their resettlement. Leaders had not fully reinstated prisoners' use of release on temporary licence for either work or learning.</p>	<p>HMP Channings Wood Education Provider and the HoRR will ensure that prisoners receive sufficient support in education, skills, and work to aid their resettlement by:</p> <ul style="list-style-type: none"> • The Education Provider has employed an additional member of staff to prepare prisoners for resettlement with elements of the 5-point pledge (suitable identification, bank accounts, Curriculum Vitae (CV), portfolio of success and interview skills, and accommodation). • All prisoners 12 weeks prior to being released are discussed at a monthly resettlement meeting attended by a multi-agency team to ensure they are progressing and on track to be equipped with the elements of the 5 Point Pledge. • The Prison Employment Lead will monitor pre-release outcomes through the bi-weekly resettlement stakeholder meetings. The Prison Employment Lead will also discuss post release progression and employment data as a standing agenda item. This will be developed through on-going links with Community Offender Managers who track prisoner interventions and progression. • The monthly resettlement and EPM meetings, utilising available data, will track and monitor resettlement outcomes. • The Prison Employment Lead who will set up an Employment Advisory Board (EAB) to engage and improve relationships with employers. • Further developing the resettlement unit to forge stronger links with employers and education providers to maximise all available Release on Temporary Licence (ROTL) opportunities. ROTL opportunities will be developed through the Reducing re-offending Committee and EAB. • Working with the New Futures Network (NFN) to broker partnerships with potential employers to increase ROTL opportunities whilst in prison and for opportunities for employment upon release. <p>Improve the Virtual Campus (VC2) effectiveness by:</p>	Governor/Education Provider	<p>Complete</p> <p>Complete</p> <p>December 2022</p> <p>December 2022</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p>
----	--	--	-----------------------------	---



		<ul style="list-style-type: none"> Introducing Essential Digital Skills (EDS) qualifications, as an embedded programme. Introducing specific VC2 sessions as part of every prisoner's learning in education. Delivering bespoke sessions on CV writing, job searches, disclosure letters and interview techniques for those prisoners within the 12-week resettlement period. Upgrading the broadband supply to the VC2 server. 		<p>December 2022 December 2022 December 2022</p> <p>March 2023</p>
11	<p>Tutors and instructors did not raise adequately prisoners' awareness of issues such as equality and diversity or values of tolerance and respect. This meant prisoners did not develop their knowledge and understanding of these topics.</p>	<p>HMP Channings Wood Education Provider and the HoRR will ensure that tutors and instructors raise prisoners' awareness of issues such as equality and diversity or values of tolerance and respect by:</p> <ul style="list-style-type: none"> Embedding a Standard British Values package, incorporating Diversity and Inclusion (D&I), into the induction for all prisoners. A certificated British Values package, incorporating D&I, will be incorporated into all education courses. D&I topics will be woven through education delivery with themes changing in line with news, topics, celebrations in line with Government D&I standards, and embedded into lesson plans. Delivery of this will be monitored at the EPM. A certificated British Values package, incorporating D&I, will be delivered within each industries area. 	Governor/Education Provider	<p>March 2023 March 2023 March 2023 March 2023</p>
12	<p>The social visits area was unwelcoming and in poor repair.</p>	<p>The HoRR will improve the social visits area by:</p> <ul style="list-style-type: none"> An assurance check will be completed by a Custodial Manager prior to the commencement of visits to ensure the area is clean, decent, and free from rubbish. 	Governor	Complete



		<ul style="list-style-type: none"> • Progression in this area will be monitored at the Reducing Reoffending meeting, where actions and bids can be tracked. • Submitting an Asset Investment Bid (AIB) to improve the social visits environment, taking into consideration the view of prisoners and families and significant others. If unsuccessful, subsequent annual bids will be submitted. 		<p>Complete</p> <p>April 2023</p>
13	Video calls were not accessible enough for prisoners or their families.	<p>The HoRR will improve the frequency and accessibility of video visits by:</p> <ul style="list-style-type: none"> • Promoting video visits to prisoners on initial induction and residential units. • Use and capacity of video calls will form part of the HoRR report and monitored at Senior Management Team (SMT) meeting. • Promoting video calls to families and significant others through the newsletter and in conjunction with the family services provider, incorporating any feedback and views from users on how the service could be improved. • The AIB for the visits (see concern 12) area will incorporate improvements to the video call booths. • Reprofitting of the staff by March 2023 to provide weekday video call provision in the evenings, to make them more accessible to families. 	Governor	<p>Complete</p> <p>October 2022</p> <p>October 2022</p> <p>April 2023</p> <p>March 2023</p>
14	Prisoners waited far too long for progressive transfers.	<p>The Heads of Offender Management Services and Delivery aim to reduce the length of time prisoners wait for a progressive transfer by:</p> <ul style="list-style-type: none"> • Liaising with Population Management Unit (PMU) to ascertain and allocate spaces giving priority for progression. Waiting times/list, cancellations and transport issues will be discussed at the monthly Reducing Re-offending meeting, any issues or concerns will be escalated to the monthly National Reconfiguration meeting. 	Governor	<p>Complete</p>



		<ul style="list-style-type: none">• Keeping Prisoners up to date with the progress of their transfer with letters, through their Prison Offender Manager (POM) and updates to case notes.		Complete
--	--	---	--	----------

