



HM Prison &  
Probation Service

Action Plan: HMP Maidstone

Action Plan Submitted: 13<sup>th</sup> February 2023

A Response to the HMIP Inspection: 3<sup>rd</sup> October – 14<sup>th</sup> October 2022

Report Published: 23<sup>rd</sup> January 2023

## 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 His 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: HMCIP REPORT

## ESTABLISHMENT: HMP MAIDSTONE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1.1	Staff did not have enough understanding of or react effectively to the particular needs of the population of this jail in which prisoners were often vulnerable, anxious and distressed.	<p>A Foreign National Offender (FNO) training package will be developed in consultation with local Home Office colleagues. This will include an understanding of the different cultures and safety issues that may arise when deporting prisoners back to their country of origin including an understanding of the deportation process and requirements that prisoners will need to understand to navigate their way through the Home Office appeals procedure.</p> <p>The FNO training package will be delivered to all key staff including key workers, prison offender managers (POMs), resettlement, and reception staff. Delivery of this training package will be included in the prison critical training plan and will take place throughout 2023-2024. The review of the delivery of this training will take place at the bi-monthly prison training meeting.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2023</p> <p>November 2024</p>
1.2	Professional interpretation services were not used enough. The experience of those who	The first night and induction process will be reviewed. Prisoners who are unable to speak or read English will be identified by prison staff during the first night	Governor	May 2023



	spoke little or no English was poor.	<p>procedure. This will then be highlighted on wing roll boards, cell cards and the National Offender Management Information System (NOMIS) so that staff are fully aware of the need to use the language line via the conference phones.</p> <p>NOMIS entries will be monitored monthly for those that cannot speak English to ensure that translation services are being used. The Head of Residence will report usage via the bi-lat/Senior Leader report and translation usage will be discussed at the bi-monthly Senior Leadership Team (SLT) meeting.</p> <p>Healthcare will monitor the use of translation services by recording all use via a log and reporting this at the bi-monthly local health delivery board which is chaired by a member of the SLT.</p> <p>Fifteen extra conference phones have been ordered to ensure that at least one phone is available in each area of the prison.</p> <p>Accessibility of the PIN number to connect with the translation service will be reviewed and PIN numbers will be issued to all staff.</p> <p>The FNO training package (<i>see Priority concern 1.1</i>) will re-educate staff in how to use the translation service and a pocket guide will be produced and individually issued to all staff.</p>		
			Governor	June 2023
			Head of Healthcare	June 2023
			Governor	May 2023
			Governor	April 2023
			Governor	August 2023



1.3	<p>The systems for dealing with prisoners' applications and complaints were ineffective and were the cause of much frustration.</p>	<p>The prisoner application process will be reviewed to include a refreshed policy. The new system will be introduced to effectively record, track and monitor applications and the quality of application responses. This will include a 5% assurance check by the Residential Custodial Manager (CM) of all applications to assess the response for timeliness, quality and to ensure the outcomes answer the initial request.</p>	Governor	July 2023
		<p>All managers will be given guidance on how to complete complaint responses. A local review of the complaint allocation process will take place and a new robust assurance process will be introduced to ensure timely responses. 5% of complaints will be quality assured weekly by the Deputy Governor to ensure complaints are fully addressed and timescales are met. Outcomes and actions will be monitored at the bi-monthly SLT meeting. Any outstanding complaints will be brought to the morning meeting and email chasers to line managers will be introduced to highlight the importance of completion.</p>	Governor	June 2023
		<p>The complaints process tracking system will be reviewed to ensure that responses are returned to prisoners in a timely manner. This will be reviewed and assured by the Hub Manager and Head of Business Assurance monthly and will be reported at the bi-lat/SLT meeting. The Business Hub is now fully staffed and has a permanent Hub Manager. A member of the Business Hub team will be identified who will be responsible for the coordination of complaints.</p>	Governor	June 2023



		Feedback and consultation relating to applications and complaints will be provided to the prisoner groups via the monthly Prisoner Council. Consultation on the key themes and proposed actions by the SLT will be reviewed at the bi-monthly SLT meeting and discussed at the Prisoner Council meeting.	Governor	June 2023
1.4	External hospital appointments and orders for medical equipment were not managed well. Staff had not followed up some important referrals and orders for equipment, with negative effects on the health and well-being of some patients.	<p>A new appointments database has been developed that will monitor and track all healthcare related referrals and appointments.</p> <p>An existing member of staff is now trained in the use of the database who will provide cover when the administrator is unavailable. The new database includes information on the type of appointment, including dates of follow up appointments. All appointments are now screened by the Head of Healthcare and Primary Care Lead on a daily basis.</p> <p>A Standard Operating Procedure will be drafted giving instructions on use of the new appointments database which will be submitted to the Quality Board for approval.</p> <p>A review of the process for ordering medical parts and equipment will take place, this will include a weekly assurance check of the system by the Head of Healthcare.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>Completed</p> <p>Completed</p> <p>March 2023</p> <p>April 2023</p>
1.5	There were not enough staff in education, skills and work to plan and teach a curriculum that	HMP Maidstone Education Provider and the Head of Learning and Skills will ensure there are sufficient staff	Education Provider	October 2023



	<p>fully met the needs of the population and to bring about the necessary improvements in quality and performance. Leaders had not reviewed their curriculum offer to make sure that it was of high quality and relevant to the needs of the population</p>	<p>to run the education, skills, and work programme for prisoners effectively by:</p> <ul style="list-style-type: none"> <li>• Producing monthly data on the number of learners beyond their planned end date to monitor effectiveness of delivery, and challenge target end dates at the monthly Education Performance Meeting (EPM) and Teacher Quality Management Plan (TQMP) meetings.</li> <li>• The Education Provider will recruit in line with the Annual Delivery Plan (ADP) to ensure there are sufficient staff to deliver the contract, utilising directly or non-directly employed tutors. This will be monitored at the monthly EPM and TQMP meetings.</li> <li>• 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 monthly EPM.</li> </ul> <p>The Learning and Skills Manager will undertake a needs analysis and review the current curriculum in line with the findings. The Learning and Skills Manager will complete an audit of the current curriculum focusing on appropriate allocation to ensure that</p>	Governor	October 2023
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		<p>prisoners are challenged through learning and the course level reflects capability to progress.</p> <p>The Education Provider will be included in the weekly activity board to ensure there is a good understanding of the full needs of the population and assessment needs, whether intended resettlement is within the United Kingdom or abroad. Resettlement data will be shared with the Education Provider.</p> <p>The Education Manager in conjunction with the Head of Reduce Reoffending will develop a prison wide reading strategy, this will include understanding the reading and writing needs of the population by providing prison induction staff with easy-to-follow guidance on reading standards.</p>	<p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>October 2023</p>
	<b>Key concerns</b>			
1.6	<p>The oversight and scrutiny of the use of force were weak. Poor practice was often not identified and learning from incidents was not passed on to staff so that they could improve their performance</p>	<p>A Use of Force (UoF) scrutiny meeting has been relaunched and is chaired by the Deputy Governor with a multi-disciplinary membership on a more frequent fortnightly basis. The core membership as a minimum includes the Head of Safety, CM's, Independent Monitoring Board, Healthcare, UoF co-ordinator and representation from the Diversity and Inclusion team. All Body Worn Video Camera (BWVC) evidence is viewed for all UoF and lessons learned identified during the meeting. The meetings will be minuted and tracked via a monthly action plan which will also be identified on the Functional Head SLT bi-monthly meeting. Any trends and concerns raised from the UoF</p>	Governor	March 2023





		<p>meeting will be discussed at the SLT meeting and fed into the UoF instructors training plans. HMP Maidstone will provide coaching and support for staff that have been involved in UoF incidents, to aid in understanding and development. This will include showing staff the footage of incidents and talking through each stage with them.</p> <p>The monthly Safety Newsletter will be used to remind staff of the importance of activating cameras promptly to capture footage earlier and staffs use of de-escalation techniques.</p>	Governor	March 2023
1.7	Too many staff were passive or distant in their interactions with prisoners. Key work sessions were not frequent enough, nor always properly focused or helpful in dealing with the individual's issues	<p>A review of key work management assurance will take place. The responsibility for the quality of key work entries will move to the line manager. Residential Managers will be responsible for frequency and quality of key work sessions, and this will be tracked by a system of monthly assurance from both the Residential CM and Functional Head who will report this through the bi-lat/Functional Head report.</p> <p>All Key Workers will meet with the POM and understand the risks and needs of their prisoners before meeting their prisoner for the first time, this will be tracked via their line manager management check.</p> <p>Residential Managers will undertake a monthly assurance check of at least 10% of prisoners key worker NOMIS case notes from sessions on their wing each month. Feedback will be provided to Key Workers</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2023</p> <p>August 2023</p> <p>August 2023</p>



		<p>to promote the quality of key work sessions and develop the skills of the Key Worker.</p> <p>The FNO training package (see <i>Priority concern 1.1</i>) will include guidance on quality key work and recording.</p>	Governor	October 2024
1.8	Although there had been some improvements to living conditions, some parts of the estate were barely fit for purpose. Some cells were too small, damp and cold with damaged windows, no toilet screening and damaged furniture. Many showers were in a poor state	<p>A cell condition survey will be undertaken to include damaged furniture, privacy screens, and broken windows. A programme of replacement furniture to include curtains, and quilts to replace blankets, will be costed and a programme of painting and repair to each cell will be driven at monthly SLT bi-lat meetings and reported via the Functional Head report.</p> <p>There is an ongoing programme of shower replacement for Medway wing. This includes extra showers on the 3s landing.</p> <p>There is a programme to install temporary showers on Kent wing B spur to close the showers and investigate the damaged caused by leaking. Temporary showers will be in place by December 2023.</p> <p>There is a programme of window replacement for all cells across the prison. The programme will start with Kent wing during 2024 and expected to last twelve months.</p>	<p>Governor</p> <p>MOJ Estates</p> <p>MOJ Estates</p> <p>MOJ Estates</p>	<p>May 2023</p> <p>July 2025</p> <p>December 2023</p> <p>December 2025</p>
1.9	The food was unpopular with prisoners and had deteriorated	A prisoner food consultative committee will be established with representatives from each wing who	Governor	May 2023



	<p>since the last inspection. Some poor practice in the serving of meals prejudiced food safety</p>	<p>will meet bi-monthly with the Kitchen Manager and Residential Functional Heads to discuss issues and complaints. The meeting will be minuted with an action log and published to prisoners.</p> <p>A prisoner food survey will be undertaken twice yearly to establish issues and findings and an action plan will be developed that will form part of the monthly Residential Functional Head bi-lat report.</p> <p>A weekly management check and a monthly Residential Functional Head check will take place to ensure all tools and equipment are in a good state of repair, food temperature tested daily, and the correct personal protective equipment (PPE) is worn by those serving food.</p>	<p>Governor</p> <p>Governor</p>	<p>April 2023</p> <p>May 2023</p>
1.10	<p>The delivery of some areas of the pharmacy service was not effective. In the absence of adequate professional oversight, there were some deficiencies in the recording and control of the use of medicines</p>	<p>Pharmacist visits are now monthly, including a monthly medication review clinic and monitored/recorded by the Head of Healthcare through the SystemOne (case recording system) log. Any issues with attendance are raised with the Senior Service Manager and Senior Pharmacist.</p> <p>Room temperatures will be recorded as per the storage guidelines and all pharmacy staff will receive further training, supervision and re familiarisation of policies and processes. The Head of Healthcare will undertake a monthly assurance check.</p>	<p>Head of Healthcare</p> <p>Head of Healthcare</p>	<p>Complete</p> <p>March 2023</p>



1.11	<p>Leaders and managers had not improved the quality of the education, skills, and work provision to bring the teaching that prisoners received to a good standard. The quality of education and vocational lessons was too variable. Some teachers did not check learning effectively and did not support prisoners to improve their knowledge and skills</p>	<p>The Learning and Skills Manager and the Education Provider will both carry out monthly learning walks and data analysis to monitor and improve the quality of learning in all areas. Summaries of findings and actions arising will be scrutinised within the monthly Quality Improvement Group (QIG) meeting. The Education Provider will complete tutor observations and robustly manage through individual action plans where the quality of education is found to be below a 'good' standard.</p>	Governor / Education Provider	October 2023
		<p>The Education Provider will invest in the professional development of education staff to ensure all areas consistently deliver quality teaching which leads to progression in skills and knowledge for all learners. This will be achieved through individual coaching plans for each tutor which addresses areas of weakness identified through observations, such as planning lessons to meet the needs of all learners within the classroom.</p>	Governor	October 2023
		<p>Tutors who have strengths in particular teaching techniques will pair with those with weaknesses in these areas to ensure effective coaching takes place across the provision.</p>	Education Provider	October 2023
		<p>Education Managers will implement the mastery model for progress monitoring across all education subjects, ensuring processes are followed and reviewed on a weekly basis.</p>	Education Provider	October 2023
		<p>All prisoners will now complete an education or work induction where they will be set appropriate targets through their Individual Learning Plans (ILP's) or</p>	Governor	October 2023



		<p>Progress in Workshop Trackers. These will be used to help sequence as learners progress through the regime and enable them to build on their skills, knowledge and behaviour.</p> <p>A full curriculum review will take place, underpinned by an updated needs analysis (see <i>Priority concern 1.5</i>).</p>	Governor	October 2023
1.12	<p>Leaders did not ensure that prisoners accessed education, skills and work activities appropriate to their identified needs, in a timely and sequenced way. Staff did not allocate prisoners to the activities identified as most appropriate for them. Leaders did not maximise activity spaces and more than a fifth of prisoners were unemployed</p>	<p>A review of available education, skills and workplaces and allocation processes will be undertaken.</p> <p>The location of the Activities Allocation Board will be moved to the Education Department, promoting a more cross departmental membership to include Education, Head of Industries, Learning and Skills Manager, Activities Hub Manager, Induction officer, CXK and Shannon Trust representatives. Once the revised induction and allocation processes have been implemented, they will be reviewed quarterly at the QIG and Information Advice and Guidance (IAG) contract meetings during 2023 to see if they are providing positive outcomes for prisoners.</p> <p>Monthly data identifying the backlog of prisoners without a current ILP will be submitted to the Head of Reduce Reoffending who will include in the bi-monthly bi-lat and Senior Leadership report.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2023</p> <p>August 2023</p> <p>August 2023</p>



		<p>Digital individual learning plans where short, medium and long terms goals can be recorded will be introduced and embedded.</p> <p>Monthly data identifying the number of prisoners waiting for courses will be submitted to the Head of Reduce Reoffending and analysed at the Reduce Reoffending and SLT bi-monthly meeting.</p> <p>Activity spaces and attendance will be discussed at the morning operational briefing, monitored weekly (locally and nationally) using the regimes dashboard, and discussed quarterly at the Reduce Re-Offending meeting to identify and address any issues.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2023</p> <p>August 2023</p> <p>Complete</p>
1.13	<p>There were no programmes to address offending behaviour. Many prisoners needing such a course could not move to a prison which delivered it. As a result, they were unable to progress with their sentence</p>	<p>HMP Maidstone is not currently profiled to run accredited offending behaviour programmes (OBP), every effort is made to transfer prisoners to an appropriate prison where a need is identified.</p> <p>A database of OBP needs will be developed to better track and prioritise any OBP requirements and will be discussed at the monthly supervision meetings held by the Head of Offender Management Delivery with the POMs. Any concerns about movement for courses will be highlighted via the bi-monthly SLT meeting and a database maintained of those in which a transfer request has been made and a move remains pending.</p>	<p>Governor</p>	<p>August 2023</p>



1.14	Prisoners' resettlement needs were not always met, especially in key areas such as housing and benefits, despite good systems to identify them	The prisoner induction programme will be reviewed to include a resettlement focused session. Four peer mentors will be employed within the reception and first night centre to see and support all new receptions.	Governor	May 2023
		The resettlement booklet will be reviewed to provide better information to meet the needs of those identified for the Early Removal Scheme (ERS). A system will be put in place to assist prisoners to complete the booklet on induction. Booklets will be translated into the top five languages.	Governor	July 2023
		The Resettlement Department will be given access to information contained in the Offender Assessment System (OASys) to provide a better understanding of the individuals resettlement needs.	Governor	June 2023
		The Resettlement Department will identify the resettlement needs of all prisoners by developing a priority tracking system for those twelve weeks before release who are appealing deportation. At this point the Resettlement Department will hold a face-to-face meeting with each prisoner to gain a better understanding of their resettlement needs which will include family support, accommodation, education/employment and financial provisions.	Governor	June 2023
		Monthly data will be collated by the resettlement team to include those prisoners who have family contact and accommodation in the United Kingdom, those prisoners who are likely to want education or	Governor	May 2023



		<p>employment in the United Kingdom should their application to stay be successful. Data will be tracked via monthly Reduce Reoffending meeting and bi-monthly SLT meeting.</p> <p>A system to ensure prisoners can open bank accounts within the United Kingdom will be introduced. Data on the number of bank accounts opened will be collated and supplied to the monthly Reduce Reoffending meeting.</p> <p>A calendar of eight family days will be planned throughout the year. One to take place during each school holiday. Feedback on the family days will be collated after each event.</p> <p>A new Reduce Reoffending action plan will be developed which will supersede the old action plan. Completion will be tracked through the monthly Reduce Reoffending meeting and bi-monthly SLT meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>May 2023</p> <p>April 2023</p> <p>April 2023</p>
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