



HM Prison &
Probation Service

Action Plan: HMP Ford

Action Plan Submitted: 1st August 2023

A Response to the HMIP Inspection: 4th – 20th April 2023

Report Published: 10th July 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 FORD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Not enough was done to identify and address disparities in outcomes for prisoners from protected groups. Prisoners told us that access to paid work on temporary release and allocation to the better accommodation in the prison were unfair.	<p>The Diversity & Inclusion Strategy will be reviewed to increase focus on addressing disproportionality across all aspects of prison life. Concern relating to disproportionality will be addressed as a standing agenda item at all prisoner forums.</p> <p>The quarterly Diversity & Inclusion Meeting Terms of Reference and agenda will be reviewed, and a quorum established to improve attendance and impact, which will be driven by the meeting Chair. The range of data analysed will be increased to include access to paid work on Release on Temporary Licence (ROTL) and allocation to the different prison accommodation. The meetings will be minuted and tracked via an action plan. Any trends and concerns raised from the Diversity & Inclusion meeting will be discussed at the Senior Leadership Team (SLT) meeting.</p> <p>HMP Ford will develop a feedback process / template from employers to ensure that candidates who have been unsuccessful in external recruitment campaigns receive the necessary feedback.</p> <p>This work will be supported by the new Neurodiversity Lead who commenced in post in August 2023.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2023</p> <p>November 2023</p> <p>November 2023</p> <p>Complete</p>



2	<p>Prisoners complained of boredom and that there was not enough for them to do during evenings and weekends. Enrichment activities were too limited, and prisoners were not allowed to use the sports fields unsupervised.</p>	<p>HMP Ford will review the availability and range of both supervised and unsupervised activities, including when activities are scheduled to support maximum attendance. This will include broadening the enrichment offer outside of the core day.</p> <p>The Prison have introduced Sports and Games Officers and prisoners (<i>see key concern 7</i>) who will be able to offer non-contact sports during the evenings and weekends, where the profile allows.</p> <p>The range and frequency of activities within the Community Centre will be increased to include peer led activities. A timetable of social group activities will be published to encourage greater attendance.</p> <p>The Reading Strategy will be reviewed to include the introduction of reading pods across the establishment.</p> <p>Prisoner forums will be introduced to discuss enrichment activities and to gather feedback on current provision and generate discussions on future enrichment activity.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2023</p> <p>November 2023</p> <p>November 2023</p> <p>January 2024</p> <p>September 2023</p>
3	<p>Leaders and managers did not have enough oversight of the quality of the education, skills and work they offered. Leaders' improvement plans did not effectively identify and drive improvements.</p>	<p>The Head of Education, Skills and Work (ESW) will improve the effectiveness of the QIG (Quality Improvement Group) by:</p> <ul style="list-style-type: none"> • Refreshing the agenda of the QIG so it has a distinctive role, and that there is a quorum of mandatory attendance. • Ensuring that the monthly QIG utilises accurate data to drive discussions and agree appropriate actions that 	<p>Governor</p>	<p>November 2023</p>



		<p>improve outcomes, which are monitored for timely completion.</p> <ul style="list-style-type: none"> • Ensuring that the new Learning and Skills Manager (recruitment currently in progress) will be supported by the Head of ESW to develop their skillset in analysing, to create meaningful actions from the QIG meeting. • An assurance process will be put in place to improve the quality of target setting in the industries skills progress tracker. This will include managerial learning walks and sampling of progress trackers in the QIG. • Learning walks will be more robustly managed and co-ordinated to ensure that Industries skills trackers are fit for purpose and qualitative with SMART targets. • The newly recruited Head of ESW, once in post (September 2023), will be a member of the SLT and will ensure Senior Managers and leaders have effective oversight of the quality of the educational offer as part of a whole prison approach for continuous improvement. 		
	Key concerns			
4	There was no key worker scheme and not enough recorded interaction between residential staff and prisoners to provide ongoing support.	<p>The Key Worker scheme under the Offender Management in Custody (OMiC) model is not delivered in the open estate.</p> <p>HMP Ford will introduce a named officer scheme to ensure regular wellbeing and decency checks are completed with all prisoners. This will be robustly managed, with interactions recorded on National Offender Management Information System (NOMIS). The Local Operating Procedure for Residential Patrols, which includes wellbeing checks will be</p>	Governor	January 2024



		<p>reviewed accordingly and Residential Managers will undertake a monthly assurance check of at least 10% of NOMIS case notes from sessions on their wing each month. Feedback will be provided to staff to improve the quality of sessions and develop skills.</p>		
5	<p>Some areas of the prison were unacceptably dirty and there was little evidence of routine cleaning practices.</p>	<p>HMP Ford will review cleaning schedules and ensure they are implemented in all areas. Quality assurance of cleaning will be completed on a weekly basis by Custodial Managers. Prisoners employed in a cleaning position will complete Waste Management Training & Advisory Board (WAMITAB) Practical Cleaning Skills to ensure they have appropriate training to complete cleaning roles.</p> <p>All prisoners on the cleaning party will now be located on the same landing and allocated tasks daily. The Offender Consultative Committee (OCC) will undertake a review of the issuing of cleaning materials and report their findings / suggestions to the Governor for consideration and review.</p> <p>The Kitchen Manager has introduced weekly management checks to ensure that cleanliness and hygiene in the kitchen is maintained. Duty Governors will carry out a weekly cleanliness check.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2023</p> <p>September 2023</p> <p>September 2023</p>
6	<p>Opportunities for consultation with prisoners were too limited.</p>	<p>The OCC will meet with wing representatives to improve consultation and communication relating to conditions at HMP Ford, including topics such as food, canteen, healthcare, and general wing issues. A monthly meeting will be introduced with attendance requested from all prison representatives. Internal stakeholders will be invited to address specific concerns.</p>	<p>Governor</p>	<p>September 2023</p>



7	<p>The gym and outdoor sports facilities were underused, and provision did not meet the wider needs of the population.</p>	<p>HMP Ford will review the Physical Education (PE) timetable, including enrichment activity, following prisoner consultation and completion of a Gym Needs Analysis.</p> <p>Two new Sports and Games Officers have commenced in post, with a further two posts to be filled by September 2023. Additionally, prisoners will be recruited to support the posts within the Sports and Games role, supporting their career development and progression. Sports and Games staff and prisoners will work alongside the PE instructors.</p> <p>The long-term vacancy for the PE Instructor position has been escalated and is currently advertised with amended terms, to attract more applications.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>February 2024</p> <p>September 2023</p> <p>September 2023</p>
8	<p>Too many prisoners missed valuable work and study time because of clashes with other regime activities or choosing not to return after attending personal appointments. They did not develop the positive attitudes needed for work and future employment.</p>	<p>The Governor has commissioned a Working Group to review interruptions and clashes of the education provision and enrichment activities to address barriers to attendance. This work will be linked to the review of the enrichment timetable and will include key delivery partners including Healthcare and Substance Misuse Services. A clear directive will be issued to staff and prisoners communicating the outcome and expectations.</p> <p>A new Attendance Policy will be implemented and notices to prisoners issued, reminding them of expectations and consequences of poor attendance. Attendance at activities will be monitored daily and reported by the Learning & Skills Manager weekly within the morning briefing. Residential Custodial Managers will be tasked with addressing poor</p>	<p>Governor</p> <p>Governor</p>	<p>December 2023</p> <p>December 2023</p>



		attendance and recording action taken on NOMIS in line with the new Attendance Policy.		
9	Leaders and managers did not focus enough on improving the English and mathematics skills of prisoners who were below level 2 in these subjects. This reduced prisoners' opportunities for progression to jobs on release on temporary licence and on discharge.	<p>On arrival prisoners are assessed and their educational starting point established. If the prisoner is below Level 2 support is identified, signposting to Shannon Trust and allocation to the new bridging course, which has been introduced (low levels/ anxiety or reluctance to attend English or mathematics). In line with the service level agreement the monthly EPM will monitor the levels of English and mathematics for the full population; enrolments; attendance; retention and achievement.</p> <p>Shannon Trust peer mentors are now in place to support prisoners who are at entry level and learners will be encouraged and referred to the main education provider.</p> <p>A new working group has been set up which will review the sequencing of education in the early days at HMP Ford.</p> <p>The Learning & Skills Manager will review the Prison Intent document for English and mathematics to ensure a clear focus on prisoner progression and achievement. This will be monitored via the QIG, with input from providers.</p> <p>To reinforce the importance of progression in English and mathematics HMP Ford will establish a set of expectations and principles around progression routes to ROTL. A notice to prisoners will be issued to communicate this.</p> <p>An outreach position will be introduced for prisoners who are unable to access the full-time classroom-based offer. This will</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>December 2023</p> <p>October 2023</p> <p>October 2023</p> <p>December 2023</p>



		<p>enable prisoners to work within their workshop whilst progressing their education levels.</p> <p>HMP Ford will introduce a continuous professional development (CPD) programme with workshop instructors in partnership with the Prison Education framework providers alongside other external partners.</p>	Governor	December 2023
10	The lack of a dedicated pre-release team was a significant gap for a prison whose core purpose was to prepare prisoners for release.	<p>The Probation Resettlement Team has appointed a part-time member of staff to provide dedicated support to prisoners prior to release.</p> <p>The monthly Pre-release Meeting has been relaunched following the commencement of the new Probation Resettlement Officer to discuss prisoners eight weeks before release and identify any gaps in resettlement planning to coordinate actions required from relevant partners.</p> <p>The Prison Employment Lead and Strategic Housing Specialist will provide support to prisoners to address needs prior to release. Escalation points will be utilised in the event of continued gaps in provision. Housing and employment data six weeks post release will be monitored and scrutinised in the monthly EPM.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>November 2023</p>

