



HM Prison &
Probation Service

Action Plan: HMP Kirklevington Grange

Action Plan Submitted: 7 January 2020

A Response to the HMIP Inspection: 12-23 August 2019

Report Published: 9 January 2020

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 must 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 must 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 KIRKLEVINGTON GRANGE

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concerns and recommendations				
	Directed to: The Governor				
S34	<p>Key concern: The range of vocational training courses was too narrow, and there were very few opportunities for prisoners to obtain qualifications in vocational training areas. Quality improvement measures were not fully developed, did not cover all areas of purposeful activity, and had not identified weaknesses in the teaching of English and mathematics.</p> <p>Recommendation: Managers should introduce the planned vocational training programmes as soon as possible and opportunities for the accreditation of prisoners' skills in all appropriate areas. Managers should ensure that quality improvement processes are rigorous and make full use of all the data available to identify strengths and areas for improvement.</p>	Agreed	<p>HMP Kirklevington Grange represents a National resource within the open prison estate. Prisoners often arrive with a variety of skills and qualifications they have achieved in the closed estate and this can limit the variety and range the prison is required to offer. New vocational and educational training opportunities and qualifications which provide transferrable skills to the job market on release and through Release on Temporary Licence (RoTL) will continue to be sought and provided. However, where qualifications cannot be delivered in the prison, the use of RoTL will always be considered to enable prisoners to access training and qualifications through college placements.</p> <p>HMP Kirklevington Grange will review class schedules for English and maths classes to introduce flexibility and access and improve prisoner learning and engagement.</p> <p>Through the Prison Education Framework (PEF) contract Waste Management Industry Training & Advisory Board (WAMITAB), cleaning and valeting training will be introduced through the recruitment</p>	<p>Governor Director NOVUS</p> <p>Governor Director NOVUS</p>	<p>March 2020</p> <p>January 2020</p>



		<p>of a WAMITAB qualified instructor and registering HMP Kirklevington Grange with WAMITAB.</p> <p>HMP Kirklevington Grange will work with the education provider NOVUS, Works and New Futures Network and external employers to develop job opportunities linked to WAMITAB training for RoTL and on release.</p> <p>Through the PEF contract HMP Kirklevington Grange has introduced a vocational programme of horticultural training supported by a qualified instructor.</p> <p>HMP Kirklevington Grange will work with Advanced Personnel Management (APM) to identify and deliver catering and hospitality training and qualifications to prisoners working in the internal kitchen and internal and external coffee shops.</p> <p>HMP Kirklevington Grange will complete a review of the Learning & Skills strategy and industries workshops, social enterprise and education offers to improve skills development and outcomes for prisoners, including introducing new vocational training opportunities where these are identified.</p> <p>HMP Kirklevington Grange will source and deliver training for prison work supervisors to provide improved quality target setting and development tracking in prisoner learning portfolios.</p> <p>The Teaching Quality Management Plan (TQMP) will be improved to provide clear accountability that identified teaching quality improvements are addressed.</p> <p>A review of the management information extracted from the Data Dashboard and Distance Travelled Tracker will be completed to improve its use by</p>	<p>Governor Director NOVUS</p> <p>Governor Director NOVUS</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Director NOVUS</p> <p>Governor</p>	<p>May 2020</p> <p>Complete</p> <p>April 2020</p> <p>March 2020</p> <p>April 2020</p> <p>May 2020</p> <p>February 2020</p>
--	--	---	---	--



			<p>the Quality Improvement Group (QIG) in maximising improvements in prisoner training and education outcomes.</p> <p>The QIG governance and terms of reference will also be reviewed to ensure managers focus on quality of delivery in detail to maximise strengths and provide opportunities to improve delivery of services to prisoners.</p>	Governor	February 2020
S35	<p>Key concern: There were long delays in assessing and allocating prisoners to education classes, and the quality of teaching and learning in some education classes required improvement. In the workplace, prisoners made insufficient use of portfolios to gather evidence of their progress. Prison staff generally liaised effectively with employers, but in a few cases important information about prisoners' abilities and support needs were not passed on, sometimes leading to the prisoner failing the placement.</p> <p>Recommendation: Managers should ensure that education assessment and allocation are carried out within a short time of prisoners' arrival at the prison. Education managers should work with staff to improve the planning of learning, the range of teaching methods used and the quality of feedback to learners. Prison managers should improve communication with employers so that each prisoner's support needs are understood before he starts a work placement.</p>	Agreed	<p>HMP Kirklevington Grange will strengthen the local agreement with the NOVUS Education Manager to reduce the waiting times for access to functional skills courses by completing more 'Introduction to NOVUS sessions' each week and using a more effective allocation system.</p> <p>The local Education Policy will be updated to improve waiting times by maximising spaces in Functional Skills courses for those with greatest need. This will be partly achieved through the removal of the current requirement for prisoners to complete Level 2 Maths and English if their qualifications are over five years old.</p> <p>HMP Kirklevington Grange will develop proposals with the NOVUS education provider for a variation to contract of evening education sessions. This would provide more flexibility to provide functional skills courses to prisoners who are working in paid employment through the day.</p> <p>A programme of weekly "lunch and learn" sessions with education staff will be designed and introduced. This will provide Continuous Professional Development (CPD) in; planning of learning, use of available technologies, quality of educational materials, quality of feedback to learners and individual learning plans to improve quality of teaching and learning outcomes for prisoners.</p>	<p>Governor Director NOVUS</p> <p>Governor Director NOVUS</p> <p>Governor Director NOVUS</p> <p>Director NOVUS</p>	<p>January 2020</p> <p>January 2020</p> <p>January 2020</p> <p>January 2020</p>



			<p>A system of regular “learning walks”, to observe the quality of teaching delivery and outcomes for prisoners will be completed by the Learning & Skills Manager. Observations and required actions will be reported to the TQMP and weekly meeting with the NOVUS education manager. This will also become a standing agenda item on the monthly governance meeting.</p> <p>HMP Kirklevington Grange and the NOVUS education provider will design a process which ensures that weaknesses which are identified through assurance activity are used for constructive feedback with staff members and the wider tutorial team.</p> <p>HMP Kirklevington Grange will engage and consult with prisoners and external employers to promote and improve the use of prisoner portfolios of achievement to record training, achievements and progression in external employment. This will also raise prisoner awareness of transferable skills from employment opportunities and the value of maintaining evidence in portfolios.</p> <p>HMP Kirklevington Grange will work with external employers to review and clarify the way that information is communicated and shared regarding prisoner starting points, and relevant additional Employment Training and Education (ETE) support needs.</p>	<p>Director NOVUS</p> <p>Governor Director NOVUS</p> <p>Governor</p> <p>Governor</p>	<p>March 2020</p> <p>January 2020</p> <p>June 2020</p> <p>March 2020</p>
	General recommendations				
	Directed to: The Governor				
1.15	There should be managerial oversight of all use of force to identify any lessons to be learned.	Agreed	Due to the very low and infrequent incidence of use of force at HMP Kirklevington Grange a new system will be introduced to strengthen managerial governance, learn lessons and identify and disseminate good practice. Following an	Governor	January 2020



			<p>incident where force has been used existing processes and quality assurance will trigger an immediate Use of Force review meeting chaired by the Deputy Governor. This will include a review of all documentation, Body Worn Video Camera (BWVC) footage and other relevant evidence including the Quality Assurance (QA) form. A minute of the meeting will be taken.</p> <p>HMP Kirklevington Grange will develop and publish an operating procedure clarifying what required actions, evidence and documentation must be completed and collated and by who following an incident where use of force has been applied. This will incorporate the QA process.</p> <p>The existing QA form will be updated, amended and re-issued to include that BWVC footage and other relevant evidence from Use of Force incidents are assessed and included in the quality review.</p> <p>The assurance framework will be updated to include specifics of the new Use of Force QA process.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2020</p> <p>January 2020</p> <p>February 2020</p>
1.21	The prison should reduce the excessive physical security measures.	Agreed	<p>HMP Kirklevington Grange will undertake a review of the current physical security measures in place. This will also include a review of locking procedures during the core day and any suggestions where lock back posts could be used to leave gates unlocked but secured allowing for greater freedom of movement in the prison grounds.</p> <p>A more detailed feasibility study will be commissioned to consider the options for removal or changes to the design of caged walkways to reduce excessive physical security measures. Where these are accepted changes will be</p>	<p>Governor</p> <p>Governor</p>	<p>February 2020</p> <p>August 2020</p>



			delivered within existing budgets and maintenance contracts wherever possible.		
1.22	The prison should publish its drug and alcohol strategy and support this with an action plan to reduce the drug supply.	Agreed	<p>HMP Kirklevington Grange will conduct a multidisciplinary review of the Drug and Alcohol Recovery Strategy to reflect the unique circumstances of open conditions. The review will consider new methods of entry, deterrents and preventative approaches as part of the supply reduction strand of the strategy. The strategy will be supported by a flexible action plan which will respond to the changing risks of drug and alcohol supply and demand and the supportive actions required by prisoners to provide an effective recovery environment.</p> <p>The new Drug and Alcohol Recovery Strategy will be widely communicated and publicised to staff and prisoners to promote an efficient whole-prison approach to drug supply, reduction and recovery becomes part of HMP Kirklevington Grange's embedded culture.</p> <p>HMP Kirklevington Grange will introduce a focused forum to provide strong strategic governance monitors delivery of the Drug and Alcohol Recovery Strategy. This will deliver continuous improvement in the prison's response to deterrence, supply reduction and recovery. The forum will be responsible for reviewing and analysing qualitative and quantitative data and updating the action plan and strategy in response to new risks and issues.</p> <p>HMP Kirklevington Grange will Improve responses to dynamic security intelligence through a range of detection, deterrent and preventative approaches to reduce the supply and availability of drugs including use of the regional dog team and scanning resources at HMP Holme House.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2020</p> <p>May 2020</p> <p>May 2020</p> <p>April 2020</p>



			Prison officer profiles will be altered to provide a more effective use of security resources allowing the prison to be more responsive to intelligence.	Governor	January 2020
2.7	The external fabric of all residential accommodation should be maintained to an acceptable standard.	Partly Agreed	This recommendation is partly agreed as the level of repairs it is possible to undertake is limited by local maintenance functions, contracts and funding. HMP Kirklevington Grange with the maintenance contractor will complete essential work on the external cladding of accommodation buildings to ensure they remain fit for purpose. However, where significant investment is indicated capital bids will be submitted for major refurbishment or replacement. HMP Kirklevington Grange is presently unable to confirm if such bids would be supported.	Governor	May 2020
	Directed to: HMPPS				
2.23	National equality data should be provided promptly to ensure up-to-date analysis by the prison.	Agreed	Prison and Probation Analytical Services (PPAS) are working to improve the timeliness of the Equalities Monitoring Tool (EMT) data. In addition, the Digital team are working on an Equality Dashboard for the New-NOMIS Information Technology (IT) platform, that will allow staff to view and analyse “live” management information on the protected characteristics of the local prison population which they have uploaded to the system. The Equality Dashboard will be available to prisons in the in the New Year.	PPAS HMPPS Digital Team	September 2020
	Directed to: HMPPS and The Governor				
2.24	The prison should collate and analyse the demographics of prisoners who access release on temporary licence to ensure that there is no disproportionate treatment of specific groups.	Agreed	Prisons are currently unable to submit ROTL data about protected characteristics to the EMT. This will be resolved through the introduction of the Equalities dashboard which will be supported by new NOMIS. This will provide an opportunity for prisons to upload ROTL data to the dashboard and analyse this much more quickly to identify any	PPAS HMPPS Digital Team	September 2020



			<p>issues of disproportionality. This will also enable the Equalities Group at Headquarters to monitor this and other metrics and better support prisons.</p> <p>Until new NOMIS and the Equalities dashboard is introduced HMP Kirklevington Grange will collate and analyse the demographics of prisoners released on ROTL to ensure any disproportionate outcomes are identified, investigated and where necessary acted upon. Analysis of this data from Offender Management Unit (OMU) will be incorporated into the bi-monthly Single Equality Action Team meeting for oversight.</p>	Governor	February 2020
	Directed to: The Governor				
2.47	Responses to medical emergencies should be routinely recorded and monitored, and there should be comprehensive checks to ensure that all emergency resuscitation equipment is in good order.	Agreed	<p>A system to comprehensively record and log all medical emergencies including the date, patient details and prison number will be introduced and communicated to all new and existing healthcare staff. This will be reviewed and monitored through weekly management checks.</p> <p>The Terms of Reference (ToR) and standing agenda items for the Local Delivery Board (LDB) and security meetings will be amended. The changes will provide an opportunity for discussions about medical emergencies that have taken place, responses and trends.</p> <p>All new and existing healthcare staff will be provided with awareness information about the signs and effects of psychoactive substances when recording and responding to medical emergencies.</p> <p>A new process to check the emergency equipment in Healthcare emergency bag will be introduced. A monitoring sheet will become part of the new process to include a dated and signed record of checks and contents of the bag. Added</p>	<p>Director G4S Health Services (UK)</p> <p>Director G4S Health Services (UK)</p> <p>Director G4S Health Services (UK)</p> <p>Director G4S Health Services (UK)</p>	<p>January 2020</p> <p>January 2020</p> <p>January 2020</p> <p>Complete</p>



			<p>assurance will be provided by a weekly check of the monitoring sheet by the Head of Healthcare.</p> <p>A process will be established to check and test all establishment Defibrillators on a frequent and regular basis and maintain records to confirm it is in serviceable order.</p>	Director G4S Health Services (UK)	January 2020
2.61	The prison should further develop nurse-led clinics for prisoners with lifelong conditions, underpinned by evidence-based care plans, and trained and supervised staff should undertake assessment, treatment and reviews.	Agreed	<p>A Long-Term Condition Nurse will be recruited to provide clinics for prisoners with lifelong conditions and to create and maintain evidence based care plans.</p> <p>The existing Senior Nurse in Respiratory management will be supported by regular provision from HMP Holme House nursing staff to manage existing patients with long term conditions at HMP Kirklevington Grange until recruitment of Long Term Condition Nurse has been completed.</p> <p>The Healthcare provider and Head of Healthcare will develop an audit and assurance process for lifelong condition care plans to ensure they meet the required standards and needs of patients.</p>	<p>Director G4S Health Services (UK)</p> <p>Director G4S Health Services (UK)</p> <p>Director G4S Health Services (UK)</p>	<p>March 2020</p> <p>Complete</p> <p>March 2020</p>
2.88	There should be regular pharmacist input into the prison to ensure effective management of stock, and prisoners should have access to medicine use reviews and pharmacy advice.	Agreed	<p>A Medicines Management Meeting will be established involving the Pharmacist, Healthcare provider and clinical Drug and Alcohol Recovery Team (DART) to provide effective oversight and feedback to the LDB.</p> <p>Monthly pharmacist clinics will be introduced which will include Medication Reviews.</p> <p>The pharmacist from HMP Holme House will continue with monthly visits, which will also include Controlled drug management and recording of out of hours drug cabinet checks.</p>	<p>Director G4S Health Services (UK)</p> <p>Director Spectrum Community Health</p> <p>Director Change, Grow, Live</p> <p>Director of Spectrum Community Health</p> <p>Director of Spectrum Community Health</p>	<p>January 2020</p> <p>January 2020</p> <p>Complete</p>



			A communication plan will be developed for patients to inform them how to get pharmacist advice and how and when they can attend the pharmacy clinics.	Director of Spectrum Community Health	January 2020
4.14	Case recordings by all staff on the prison IT system should accurately reflect their contact with prisoners.	Agreed	<p>HMP Kirklevington Grange will introduce standards of expectations clearly outlining what quality P-Nomis entries should include from Offender Supervisors, Work and Activities Supervisors and Personal Officers including frequency and interactions to be recorded.</p> <p>P-Nomis case note entries will be the subject of bi-monthly management quality assurance checks to assess their compliance with the standard expectations. Trends, learning needs and areas of non-compliance will be addressed with report writers and where appropriate with all staff where significant learning can be applied to improve case note quality.</p>	Governor Governor	February 2020 February 2020
4.21	P-Nomis alerts relating to MAPPAs should be accurate and up to date.	Agreed	<p>HMP Kirklevington Grange will introduce a reception check in the Offender Management Unit (OMU) that prompts contact with external Offender Managers to confirm current Multi-Agency Public Protection Arrangement (MAPPAs) levels for all newly received prisoners. OMU will be responsible for updating the P-Nomis alerts when the MAPPAs level is confirmed.</p> <p>The MAPPAs levels of all existing prisoners at HMP Kirklevington Grange have been confirmed and P-Nomis alerts have been updated with confirmed MAPPAs levels.</p> <p>Where a prisoner has less than six months before his full release and confirmation of the MAPPAs level has still not been received from the external Offender Manager the MAPPAs escalation process (MAPPAs S) will be implemented to establish the</p>	Governor Governor Governor	January 2020 Complete January 2020



			level. This will be used to inform pre-release planning.		
4.22	An electronic monitoring log should be used to record information about prisoners' subject to mail monitoring.	Agreed	<p>An electronic log of prisoners' subject to mail monitoring will be introduced, providing identical electronic log processes for both mail and telephone monitoring improving information sharing and clarity.</p> <p>Monthly assurance and compliance checks of the electronic log of prisoners' subject to mail and telephone monitoring will be introduced.</p>	Governor	January 2020
				Governor	January 2020
4.27	The prison should measure sustainable accommodation outcomes for prisoners after release.	Partly Agreed	<p>This recommendation is partly agreed. HMP Kirklevington Grange does not have the resources and funding to undertake individual checks on prisoners to confirm accommodation on release has remained sustainable. Prisoners are sent to HMP Kirklevington Grange from all areas of the country and many return to their home areas. Durham Tees Valley Community Rehabilitation Company (CRC) is unable to collate information on the sustainable accommodation outcomes for all prisoners returning to several areas outside the geographical area of the prison.</p> <p>HMPPS collect data to track prisoners' accommodation status from the point of release and throughout community supervision. New performance measures have been included in the frameworks for both prisons and the NPS for 2019/20. These assess status on release and six-weeks after release from prisons, and at termination of supervision by the NPS. Additional measures are being considered for future probation frameworks. Prisons and probation providers are being encouraged and supported to work together more effectively and monthly data is now available to prisons and probation to support these actions.</p>	Governor	
				Prison & Probation Analytical Services (PPAS)	Complete



			<p>Data on accommodation circumstance for prisoners after release from custody is published on the Gov.uk website. This shows: accommodation circumstance for prisoners on release from custody and on community sentences.</p> <p>HMP Kirklevington Grange will develop a local system that collates the available Gov.UK and central data about sustainable accommodation outcomes for released prisoners, and analyse trends and issues to further support effective accommodation for prisoners released from HMP Kirklevington Grange.</p>	<p>Prison & Probation Analytical Services (PPAS)</p> <p>Governor</p>	<p>Complete</p> <p>March 2020</p>
--	--	--	---	--	-----------------------------------

Recommendations	
Agreed	13
Partly Agreed	2
Not Agreed	0
Total	15

