



Priority Theme	No	Actions	Owner(s)	Date Due
Staff Culture and Leadership	1	Staff Culture i) The national safety team, psychological services and the Prison Performance Support Programme (PPSP) team have concluded a <i>Culture Review</i> with HMP Chelmsford. Analysis of findings and staff feedback will be used to inform the local Strategic Vision, Objectives and staff training needs.	Governor, Head of PPSP and Head of Prison Safety Team	October 2021
		ii) A <i>Procedural Justice</i> workshop for the local senior management team will take place, to support a culture of respect, in which decision making is transparent, unbiased, and principled.	Head of PPSP	October 2021
	2	Staff Development i) A staff Training Plan will be developed, including training to support professional development in relation to self-harm, violence and mental health as priority areas. To support implementation, full-day staff training shut downs will take place at least monthly.	Head of PPSP and Governor	October 2021 and monthly
		ii) A <i>Confidence and Competence Toolkit</i> questionnaire has been carried out with front line officers. Feedback and materials from the toolkit will be utilised to develop awareness campaigns, workshops, floorwalking, structured briefings and targeted staff support.	Head of PPSP	Completed and ongoing
		iii) The national <i>Standards Coaching Team</i> (SCT) will be deployed to HMP Chelmsford for 16 weeks, consisting of 8 Band 4 officers and a Custodial Manager (CM). This deployment will support improved delivery standards via on the job coaching and mentoring.	Improvement Lead, Effective Practice & Service Improvement Group	Commence October 2021
		iv) Two experienced mentors have been deployed to support Prison Officer Entry Level Trainees at HMP Chelmsford.	Governor	Completed



3	Leadership			
	i)	A Leadership Charter will be produced in collaboration with Line Managers, based on the HMPPS Leadership Code, setting out key expectations of all managers at HMP Chelmsford. This will support operational resilience and improved visibility and access to leaders within the prison. In the interim, the Duty Governor and the Orderly Officer will attend all staffed areas daily.	Governor and Head of PPSP	November 2021
	ii)	HMP Chelmsford and PPSP will carry out a full examination of all internal action plans to ensure a robust approach and that timely completion of actions is monitored. PPSP and Urgent Notification governance, led by the Executive Director for PSP South, will ensure that actions are prioritised and provide assurance for senior leaders in HMPPS.	Head of PPSP and Governor	November 2021
4	Prisoner Consultation			
	i)	Application processes have been refreshed, including to ensure that relevant templates and information is readily available to prisoners. Robust monitoring of quality and timeliness will be established.	Governor	October 2021
	ii)	The complaints system will be improved to ensure that prisoners have good access to relevant templates and information and that all complaints are dealt with within five working days. A Single Point of Contact (SPOC) has been identified to support the senior team in regular and robust Quality Assurance (QA).	Governor	October 2021
	iii)	The Prison Council will recommence in September 2021. Forums will also be established to understand prisoner perception regarding victimisation by staff, with particular attention to the perception of those with disabilities and mental health concerns.	Governor	October 2021
5	Funding and Investment			
		£890,000 investment has been agreed to address a range of security and decency issues across the site, through the following priority improvements: <ul style="list-style-type: none"> • Upgrade of windows, ventilation, and window grills • Replacement generators • Shower Refurbishment <p>In addition, resource funding of £356,000 has been secured for HMP Chelmsford to address priority maintenance works, Fire and Health & Safety and to improve education facilities.</p>	Prison Group Director, Herts, Essex and Suffolk	March 2022



Safety and Order	6	<p>Operational Capacity The population at HMP Chelmsford will be temporarily reduced by 55 spaces to 695, which will be reviewed in line with Urgent Notification Governance or when national population pressures require. In addition, the population of foreign national, sentenced category B prisoners and potentially vulnerable men will be kept as low as possible.</p>	Executive Director (Public Sector Prisons South) and Governor	September 2021
	7	<p>Suicide, Self-Harm and Violence (Leadership and Governance) i) <i>Assessment, Care in Custody Teamwork (ACCT) Version 6</i> is the current monthly focus for staff training events (see action 2i). This will include best practice workshops, risk awareness training and coaching, with support from the national and group safety teams.</p>	Governor, Head of PPSP and Head of Prison Safety Team	September 2021
		<p>ii) <i>Challenge Support and Intervention Planning (CSIP)</i> will be the focus for staff training events in October 2021.</p>	Governor, Head of PPSP and Head of Prison Safety Team	October 2021
		<p>iii) The National Prison Safety Team will review the Safety Team resources at HMP Chelmsford. In the interim, in addition to the existing Safety Team, a dedicated Safety Officer will be ring-fenced daily. ACCT Champions will be trained and deployed to assist staff in all departments in taking responsibility for ensuring the safety of prisoners.</p>	Head of Prison Safety Team and Governor	October 2021
		<p>iv) The monthly Safer Custody meeting will direct the strategic response to developing trends in relation to safety, drawing on data collected and analysed by a new Safety-Analyst. Improved use of data and analysis will be supported by the National Prison Safety Team.</p>	Governor and Head of Prison Safety Team	September 2021
	8	<p>Early Days in Custody i) First Night provision will be extended to account for late arrivals ensuring that all arrivals are fully assessed and supported.</p>	Hertfordshire, Essex and Suffolk Prison Group Director	October 2021
		<p>ii) The National Prison Safety Team will undertake a review of Early Days in Custody at HMP Chelmsford and provide support on the risks identified.</p>	Head of Prison Safety Team	November 2021



9	Suicide and Self Harm Prevention (Other Activity)		
	i) Two new permanent night Custodial Managers now conduct Safe Night working briefings with all staff prior to the commencement of each night shift, to ensure that they are properly equipped and to provide support and guidance around safe working. This will be supported by improved monthly Governor quality assurance checks.	Governor	Complete and ongoing
	ii) HMP Chelmsford, with support from the National Prison Safety Team, will develop appropriate local management information to improve assurance of cell call bell response times. Local procedures will now include a systematic series of daily compliance checks with findings monitored by the SMT at the morning meeting.	Governor and Head of Prison Safety	September 2021
	iii) A Listeners rota has been published and made available in all areas. This includes the allocation of two Listeners in Reception on a back-to-back rota, to support early days in custody. Ten additional Listeners will be recruited and trained with support from The Samaritans.	Governor	October 2021
10	Security		
	i) Mandatory Drugs Tests will recommence, ensuring that 5% of the population are tested every month.	Governor	October 2021
	ii) All relevant staff will be trained in the use of the Body Scanner. The use of the Body Scanner will be maximised when justified and proportionate, e.g. for new receptions, recalls to custody and in response to supporting intelligence.	Governor	October 2021
	iii) The HMPPS Security Order and Counter Terrorism Directorate will commission a Drug Diagnostic Report, in order to explore vulnerabilities across all aspects of drug conveyance, supply and demand, to support HMP Chelmsford in understanding and addressing identified issues.	Head of Risk and Capabilities Unit, SOCT	November 2021
11	Managing Behaviour		
	A committee has been convened to provide effective governance and accountability for all use of force. A new Band 4 Use of Force Co-ordinator will be appointed.	Governor	October 2021



Regime	12	Regime Recovery		
		i) A Recovery Regime Core Day has been published and has commenced. The National Resource Management Team will support HMP Chelmsford to accelerate the transition to Stage 2 regime delivery.	Governor and Head of PPSP	September 2021
		ii) To support safe progression through the regime stages and into reform, a <i>Resource Review</i> will commence in October 2021. The Core Day and the staffing profile will be revisited, and effective resource management tools will be introduced to support the regime.	Head of PPSP	February 2022
		iii) A full face to face prisoner induction programme has recommenced, supported by an assurance process to ensure provision of high-quality information covering all key aspects of activity and opportunities at HMP Chelmsford.	Governor	Completed
		iv) In line with COVID-19 recovery arrangements, individuals within the Priority Prisoner Group will be allocated a named Key Worker to provide regular and ongoing support. This will include a minimum of one 45-minute key work session per week. The National Offender Management in Custody (OMiC) team will work with HMP Chelmsford to develop plans to fully restore key worker and Prison Offender Manager (POM) support. This will include a plan for additional training for POMs.	Governor and OMiC National Key Work Lead	October 2021
		v) In addition to Domestic Visits Monday to Thursday, weekend provision will recommence. A systematic assurance check will be applied to ensure that the visit booking system is working effectively and efficiently.	Governor	October 2021
	13	Purposeful Activity		
		Public Sector Prison Industries (PSPI) will lead a review of work provision and allocation/movement processes at HMP Chelmsford to ensure appropriate provision and that the number of prisoners accessing available activity places is maximised.	Head of Prison Industries and Governor	October 2021



Decency	14	Living Conditions			
		i)	Immediate action has been taken to improve pest control through investment in local contractors.	Governor	Completed and ongoing
		ii)	Systematic assurance will ensure that all cells in the First Night Centre are confirmed as room-ready and include all necessary basic equipment prior to residence.	Head of PPSP	November 2021
		iii)	A new process has been introduced to provide prisoners with access to PIN phones within 72 hours of arrival, supported by a quality assurance process.	Governor	Completed and ongoing
	iv)	National support will be provided by PSPI to ensure that key amenities are available to all prisoners and to introduce effective systems for requisition, ordering, replenishment of kit and exchange of clean clothing/ bedding.	Head of Prison Industries	November 2021	
	15	Health			
		i)	Overseen by NHS England & NHS Improvement (NHSE&I), the Clinical Reference Group (CRG) will reassess the pharmacy staffing profile, medication administration arrangements and governance, including to provide sufficient staffing to ensure that short notice absence does not directly affect delivery.	NHSE&I	October 2021
		ii)	Medication stock will be increased (with oversight from NHSE&I) and the healthcare provider will be promptly informed of prisoner location changes to ensure that required doses are available and delivered to prisoners.	Governor and NHSE&I	October 2021
		iii)	The Head of Health and Justice for Bedfordshire, Hertfordshire and Essex will lead on improvement of the services provided by the Clinical Reference Group and by Forward Trust, including to ensure full and effective mental health provision. There will be regular review and reporting of progress within NHSE&I, at the regional strategic prisons board meetings (chaired by Public Health England) and at the local prison partnership board.	NHSE&I, Governor and Prison Group Director	Completed and Ongoing
	iv)	Any delay in transfer to a secure mental health facility of over 14 days will be escalated to the NSHE&I Commissioner and monitored by the local prison partnership board. Additional support will be requested from the Health and Social Care team (HMPPS) and/or the Senior Mental Health Implementation & Clinical Support Manager (NHSE&I) where appropriate.	NHSE&I, Governor and HMPPS Head of Health and Social Care	October 2021 and ongoing	
16	Equality, Diversity and Faith				
	A Diversity & Inclusion (D&I) co-ordinator has now been appointed. The local D&I plan and related processes will be fully refreshed with support from the National D&I team.	Governor and Head of D&I	November 2021		



Reducing Reoffending and Resettlement	17	Public Protection The Interdepartmental Risk Management Team has recommenced and the Public Protection monitoring backlog will be cleared.	Governor	October 2021
	18	Release Planning		
		i) A Housing Specialist has been introduced at HMP Chelmsford to support the Head of Reducing Reoffending in their strategic response to reducing homelessness, including working in partnership with Commissioned Rehabilitation Services, Homelessness Prevention Teams, and Local Authorities to improve accommodation outcomes for those at risk of homelessness.	Governor and Deputy Director, Residential and Accommodation Support Services	Completed
		ii) A delivery model for immediate release support through a new ' <i>Departure Lounge</i> ' will be implemented. As part of the standard release process at HMP Chelmsford, men will meet with a member of the Probation Service resettlement team on the day of release to review their release plans, including to signpost and contact local authorities and other providers where required, prior to formal discharge.	Governor	November 2021
		iii) HMP Chelmsford will review the reasons for Home Detention Curfew delays. In the interim, East of England Probation Service will re-issue guidance and information regarding digital HDC processes, to support effective communication with Community Offender Managers.	Governor and Regional Probation Director, East of England	October 2021
	iv) Working with HMP Chelmsford, Probation resettlement teams and the Department of Work and Pensions, the Reducing Reoffending Directorate will advise on improvements to finance, benefit and debt support and Information, Advice and Guidance provision. This will include sharing of good practice from elsewhere in the prison estate.	Deputy Director, Reducing Reoffending and Governor	October 2021	