



HM Prison &
Probation Service

Action Plan: HMP Forest Bank

Action Plan Submitted: 01 June 2022

A Response to: HMIP Inspection 14 – 25 February 2022

Report Published: 31 May 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 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 provide 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 GOV.UK website. 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 FOREST BANK

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				
7.1	Key concern (1.37): Early days processes did not always keep prisoners supported or informed. Holding rooms in reception lacked useful information, prisoners' safety interviews were not held in private, and staff did not always fully explore risks during their early days. Vulnerable prisoners were held alongside the general population and felt significantly less safe on their first night.	Agreed	<p>There is now a stand-alone induction officer group, this gives early days the appropriate induction officer cover over a seven day period.</p> <p>New notice boards will be installed in the reception holding cells to display Insider / Early Days in Custody (EDiC) information, alongside TV screens in the main two holding cells to promote EDiC and Samaritan / Listener information.</p> <p>Each part of the reception interview process is now held in a confidential room with the door closed so that safety questions can be explored including risks and triggers.</p> <p>Vulnerable prisoners are now allocated a first night cell on the Vulnerable Prisoners Unit, which will also allow for more time out of cell for those prisoners on the EDiC. In line with recovery plans a new core day has been implemented on the EDiC to allow more time out of cell for prisoners.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>July 2022</p> <p>Complete</p> <p>Complete</p>

Actions with future target dates may be delayed due to Covid-19 recovery

	<p>Prisoners could not have a shower on their first night. There was very little time out of cell for those in the induction unit and most prisoners did not get a full induction. As a result, prisoners too often felt unprepared for prison life.</p> <p>Key recommendation: All prisoners should feel safe on their first night. Support in the first few days should prepare new arrivals for prison life and they should receive sufficient time out of cell. (Directed to: the director.)</p>		<p>All newly arrived prisoners are now offered a shower on arrival.</p> <p>Insiders are now employed on a full time basis to provide an enhanced service and ensure newly arrived prisoners feel safe and fully understand their induction into HMP Forest Bank.</p> <p>The number of Listeners will be increased and Listeners will be available to all new prisoners in reception and the first night unit.</p> <p>An EDiC exit survey will be put in place to monitor prisoners' experiences of EDiC. This will be recorded and monitored by the Head of Residential and reported via the Manager monthly report. Remedial action taken where applicable.</p> <p>The education department now provides a full induction on the EDiC. The Gymnasium will provide a full induction on commencement of the new core day from August 2022.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>Complete</p> <p>June 2022</p> <p>July 2022</p> <p>August 2022</p>
7.2	<p>Key concern (1.38): Levels of violence remained very high but interventions to manage perpetrators and support victims</p>	Agreed	<p>The Violence Reduction Strategy and Safety action plan will be reviewed with a focus on actions and deliverables clearly aimed at reducing violence.</p> <p>Challenge, Support and Intervention Plans (CSIP) will be embedded as the main tool for challenging and managing</p>	<p>Director</p> <p>Director</p>	<p>August 2022</p> <p>July 2022</p>

<p>were too limited. The adjudication system was undermined by the large number of cases that had not been concluded, which meant that some poor and antisocial behaviour went unpunished. The incentives scheme focused too much on punitive measures rather than promoting good behaviour.</p> <p>Key recommendation: Violence should be reduced using a range of effective interventions that challenge perpetrators and support victims. Good behaviour should be promoted and those who break the rules should be held to</p>	<p>repeat perpetrators of violence with support from the National Safety Team.</p>	<p>Director</p>	<p>June 2022</p>
	<p>Each prisoner subject to CSIP will have meaningful targets set and reviewed within the weekly Safety Intervention Meeting (SIM). All prisoners on CSIP's or other support plans will have their cases monitored and overseen by the weekly multi-disciplinary SIM.</p>	<p>Director</p>	<p>August 2022</p>
	<p>A senior manager will review a minimum of 10% of all Challenge Support and Intervention Plan (CSIP) documents each month to ensure they are relevant to the individual. Results to be fed into the monthly safety meeting. A senior manager will provide coaching/developmental feedback to residential case managers to drive the quality of interventions.</p>	<p>Director</p>	<p>Complete</p>
	<p>A new, short intervention programme (challenging, thinking, ending violence) has been introduced. Repeat perpetrators of violence will be proactively considered for participation in this programme.</p>	<p>Director</p>	<p>July 2022</p>
	<p>A new training module of Safety Support Skills in Violence, will be delivered to all operational staff by HMPPS to develop staffs understanding of violence, the causes of violence and the CSIP process.</p>	<p>Director</p>	<p>June 2022</p>
	<p>Restorative Approach (RA) practices will be further embedded at HMP Forest Bank and will enhance the investigations of violent incidents. RA will be offered to victims of violence to help resolve conflict and repair any harm caused.</p>	<p>Director</p>	<p>June 2022</p>

	account. (Directed to: the director.)		<p>Safer Custody prisoner champions will be recruited on residential units to support victims of violence.</p> <p>'Not proceeded with' and 'dismissed' adjudications data will be reviewed via the Segregation Management and Review Group (SMARG) and the Senior Leadership Team meeting in order to better understand the numbers and root causes for adjudications that are not seen through to conclusion, and to put remedial actions in place to reduce the number of such cases.</p> <p>The Deputy Director will quality assure a 5% sample of adjudications on a monthly basis. Individual feedback will be provided to adjudicators where necessary.</p> <p>The Incentives policy will be reviewed to reflect what actions are to be taken for poor behaviour including, violence, threats and the reintroduction of basic regime. The policy will also incentivise good behaviour including extra visits, association, and more gym sessions.</p> <p>Unit Managers will complete a 10% quality check of all incentive reviews for their unit, this is reflected within the Managers monthly report that is submitted to the Head of Residence. 5% of the reviews will be discussed at the monthly decency meeting to ensure fairness and consistency within the process.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>July 2022</p> <p>July 2022</p> <p>August 2022</p> <p>July 2022</p> <p>July 2022</p>
7.3	Key concern (1.39): Illicit items such as mobile phones and	Agreed	A monthly Conveyance Action Group has been established, which is a multi-disciplinary monthly meeting including Greater Manchester Police and HMPPS. Routes of	Director	Complete

<p>drugs had been easily available in the prison and had fuelled debt and associated violence. Steps had been taken to stem the flow but some of them, such as escorting prisoners to exercise yards away from their units were time consuming and possibly hard to sustain in the long term. Intelligence reports were processed swiftly, but not all requested cell searches were undertaken.</p> <p>Key recommendation: Leaders should take robust and sustainable action to reduce the availability of illicit items, including acting on all intelligence</p>		<p>conveyance into the establishment are reviewed including reducing the availability of illicit items.</p> <p>Security Liaison Officers have been identified in each work area and will be set objectives to report on conveyance and intelligence gaps identified through the Local Tactical Briefing.</p> <p>All intelligence led cell searches are now allocated to both security and residential staff in order to ensure that requested searches are undertaken in a timely manner. This will be monitored on a weekly basis by the Security Manager and within the monthly Senior Leadership performance meeting.</p> <p>Refresher corruption training has been added to the ongoing training schedule for all staff.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2022</p> <p>Complete</p> <p>Complete - Ongoing</p>
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	received. (Directed to: the director.)				
7.4	<p>Key concern (1.40): The lack of an effective key worker scheme, little time out of cell and the very short stays of most prisoners had a detrimental effect on staff-prisoner relationships. A quarter of prison custody officers had less than a year in post and some lacked the confidence, knowledge and experience they needed to do their jobs effectively. Some staff were still too reticent to challenge poor behaviour consistently. We too often saw them in unit offices rather than interacting with and supervising prisoners.</p> <p>Key recommendation:</p>	Agreed	<p>The core day has been reviewed and changed to allow more time out of cell for prisoners enabling staff to patrol the landings to interact, build up confidence and engage in meaningful conversation with prisoners. The new core day has also allowed staff to complete keywork sessions with prisoners by giving them more time during the day.</p> <p>Keywork delivery completions are now shared with residential managers on a daily/weekly basis and monitored by Senior Leaders at the monthly performance meeting. The Head of Residence now quality assures a minimum of one keyworker session for each keyworker on a monthly basis, providing feedback.</p> <p>Operational morning briefings with residential units have been introduced to ensure that key messages are shared. This will also incorporate any learning points or reminders for staff.</p> <p>HMP Forest Bank have introduced monthly refresher training and toolbox talks for prison officers covering a variety of roles and responsibilities.</p> <p>The Incentives policy will be reviewed and communicated to all staff via staff briefings, team huddles and monthly refresher training, to help staff understand what poor behaviour is, when to challenge and what sanctions can be put in place.</p>	<p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p>	<p>Complete</p> <p>Complete - Ongoing</p> <p>Complete - Ongoing</p> <p>Complete - Ongoing</p> <p>July 2022</p>

	Staff should receive enough training and ongoing supervision to give them the confidence, knowledge and experience to engage meaningfully with prisoners, support those who need their help and challenge poor behaviour consistently. (Directed to: the director.)		HMP Forest Bank will review and update the prisoners' 'behavioural expectations' compact, to ensure prisoners are fully aware of what is expected in residential areas and will be displayed on all residential units.	Director	July 2022
7.5	Key concern (1.41): Despite raising significant concerns at our last two inspections, the inpatient unit remained poor. There was a lack of clinical leadership to coordinate health care input and no continuous nursing presence. Time out of	Partly Agreed	<p>This recommendation is partly agreed as the Healthcare provision at HMP Forest Bank does not currently have the commissioning or funding for a staffed inpatient unit or the provision of further therapeutic activities outside of the current Psychological Wellbeing Practitioner services. The need for this resource is recognised by NHS commissioners and the Head of Healthcare.</p> <p>Sodexo healthcare are currently undergoing extraction from the core HMPPS contract which will be completed by 1st April 2023. The bid process is underway and funding for a staffed inpatient model with therapeutic activities will be</p>	Director / Head of Healthcare	October 2023

	<p>cell was very limited and there was a lack of therapeutic activities. Patients could not routinely access the day room as it was constantly being used for other purposes.</p> <p>Key recommendation: The inpatient unit should deliver a clinically led, purposeful and therapeutic environment. (Directed to: the director.)</p>		<p>included. A review of the current space for delivery of these services will also be included.</p> <p>Time out of cell has increased following easing of Covid-19 restrictions and prisoners are now able to socialise in the day room, with a separate session for those with vulnerabilities. The prisoners in healthcare are now also able to attend the servery to collect their own meals. Face to face group education will resume in the dayroom by August 2022.</p>	Director / Head of Healthcare	August 2022
7.6	<p>Key concern (1.42): Leaders had been too slow to ease some COVID-19 restrictions. Very few prisoners had access to work or education, and we found about two thirds of the population locked up during the core working day.</p>	Agreed	<p>An interim new core day has been introduced which increases the time out of cell for those unemployed, allowing greater access to the gymnasium and Library services. More prisoners are now able to access Industries and Education.</p> <p>The interim core day will be further reviewed and extended, with new staffing profiles and shift patterns introduced, so that a permanent, substantive core day will be in place by August 2022.</p>	<p>Director</p> <p>Director</p>	<p>Complete</p> <p>August 2022</p>

	<p>Unemployed prisoners had only two hours out of their cell each day. Hardly any could visit the library and access to the gym was far too limited.</p> <p>Key recommendation: Prisoners should have more time out of cell to access purposeful activity including work, education, the gym and library. (Directed to: the director.)</p>		<p>Daily monitoring of activity attendance against planned attendance is now in place. Attendance percentages are analysed via a daily purposeful activity attendance and activity log with contents reviewed at the monthly performance meeting and actions identified to improve attendance levels across all activities. Local targets have been agreed and monitored by the on-site Controllers team.</p>	Director	Complete
7.7	<p>Key concern (1.43): Leaders and managers did not have effective oversight of the quality of the education, skills and work provision. They were unaware of the weaknesses in the standards of</p>	Agreed	<p>HMP Forest Bank is bidding for a Head of Work, Learning and Skills via the HMPPS New Futures Network funding. This post will provide direction for all of education, skills and work within the prison, creating effective approaches to learning and teaching in line with HMPPS' education vision and values, as well as regional and national directives; embedding a culture which creates a golden thread between all education, skills and work provision within the prison.</p> <p>The Education Strategy and curriculum are to be reviewed and agreed by Director and Senior Leadership Team. Identified agreed recommendations for improvements in</p>	<p>Director</p> <p>Director</p>	<p>October 2022</p> <p>August 2022</p>

	<p>teaching, training and work.</p> <p>Key recommendation: Leaders should have effective oversight of education, skills and work provision, to make sure that the standard of teaching, training and learning is high enough to prepare prisoners effectively for their next steps, including employment. (Directed to: the director.)</p>		<p>learning and skills are to be addressed at the re-established quarterly Quality Improvement Group (QIG) and Chaired by the Deputy Director.</p> <p>The quality of delivery in the classroom will be subject to a rolling three month cycle of observation, peer review and training and development and overseen by the new Head of Work, Learning and Skills once in post.</p> <p>All activity areas will have individualised learning plans (ILPs) in place by August 2022 to ensure prisoners are aware of expectations relating to learning and skills improvements.</p>	<p>Director</p> <p>Director</p>	<p>November 2022</p> <p>August 2022</p>
7.8	<p>Key concern (1.44): There were too few purposeful activity places to meet the needs of the prison population and the allocations process was not fair, equitable or timely.</p> <p>Key recommendation:</p>	Agreed	<p>A population needs analysis will be conducted by the end of July 2022 to ensure education, skills and work activities delivered meet the need of the prison population. Once completed, work, skills and activities will be reviewed to meet the identified need.</p> <p>Activity spaces across Industry workshops and Education have been increased through partnership arrangements with Greenstart to deliver basic construction skills to prisoners.</p>	<p>Director</p> <p>Director</p>	<p>August 2022</p> <p>Complete</p>

	Leaders must increase the number of education, skills and work activity places to meet the needs of the prison population and make sure that allocations are fair, equitable and timely. (Directed to: the director.)		<p>The Head of Regimes will lead a review of the Activity Board ensuring that attendance is maintained by relevant departments to ensure that all prisoners have equality of opportunity to apply for and access activity places taking into account their assessed risk and identified need. The relaunched Activity Board will be chaired by the Head of Regimes.</p> <p>HMP Forest Bank's Diversity and Inclusion team will regularly review allocations to ensure appropriate considerations and monitoring are in place for those prisoners who may have a protective characteristic. Feedback on these reviews will be presented at the prisons bi-monthly DIAT (Diversity and Inclusion) meeting.</p>	<p>Director</p> <p>Director</p>	<p>July 2022</p> <p>August 2022</p>
7.9	Key concern (1.45): Education and training were not planned effectively enough to enable prisoners to increase their knowledge, remember what they had learned or achieve the most appropriate qualifications that would help them in the future. Support for those with additional needs or who	Agreed	<p>A needs analysis will be completed to support a revised curriculum to better meet the education and training needs of HMP Forest Banks population.</p> <p>Quality Assurance processes via the quality cycle and QIG will ensure assessments of learning are accurate and appropriate. As part of this process learners will be asked what they have learned from the tasks they have undertaken.</p> <p>To support learners who have neuro-diverse needs HMP Forest Bank is bidding for a neuro-diversity lead as part of the HMPPS Accelerator Project. If the bid is successful, the post holder should commence in October 2022. If the bid is unsuccessful, we will review the internal funding for</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>August 2022</p> <p>November 2022</p> <p>October 2022</p>

	<p>struggled to complete their work was poor.</p> <p>Key recommendation: Leaders must make sure that all prisoners receive appropriate tuition and support that is planned effectively to enable prisoners to remember what they have learned and enable them to achieve relevant qualifications that are useful in the future. (Directed to: the director.)</p>		<p>Education and Skills with a proposal to employ a SENCO (Special Educational Needs Co-ordinator).</p>		
7.10	<p>Key concern (1.46): There were too few social visits available for the population, especially for the large number of remanded and unsentenced prisoners. Other methods of communication, such</p>	Agreed	<p>In line with recovery plans, visits sessions will be increased and evening visits to be re-introduced to allow both sentenced and remand prisoners to be allocated their appropriate entitlement.</p> <p>The video visits facility will be re-publicised via a notice to prisoners and new posters around the establishment to encourage greater use of the facility. Notice boards in the visitor's centre will be refreshed to publicise video visits, so visitors are aware of the service.</p>	<p>Director</p> <p>Director</p>	<p>August 2022</p> <p>June 2022</p>

	<p>as video-calling, were underused.</p> <p>Key recommendation: Prisoners, especially those on remand or unsentenced, should be able to have more visiting sessions, and video calling should be used more extensively. (Directed to: the director.)</p>		<p>User Voice will carry out consultation with prisoners to understand barriers to utilising video visits and feedback the findings in the bi-monthly User Voice Meeting.</p> <p>Two defective video visits laptops will be repaired to increase capacity.</p>	<p>Director</p> <p>Director</p>	<p>September 2022</p> <p>August 2022</p>
7.11	<p>Key concern (1.47): Forest Bank was now a reception prison and the only one in the Greater Manchester area to accept prisoners on remand. The model was not working well and had badly affected outcomes for prisoners in a range of areas. Some remanded prisoners were sent from court</p>	Agreed	<p>The Covid-19 pandemic has impacted both the make-up of the prison population and the flow of prisoners through the adult male estate. This is largely attributable to the backlog of court activity which has increased the number of prisoners in the reception cohort awaiting trial and sentencing and is projected to recover in the short-term.</p> <p>The Custodial Capacity Reconfiguration Team will undertake a review to ensure HMP Forest Bank continues to be able to fulfil its role as a reception and resettlement prison as it returns to its full operating capacity.</p>	HMPPS	August 2022

to other prisons often miles away because the prison had no space, while others serving shorter sentences who should have stayed at Forest Bank in the lead up to their release were often transferred away from their resettlement area. Prisoners serving longer sentences needed to progress to training prisons but instead remained at Forest Bank.

**Key recommendation:
The role of Forest Bank as a reception and resettlement prison should be reviewed to make sure it has the capacity to retain prisoners on remand and those serving under 18**

	months, while being able to transfer others to more suitable prisons. (Directed to: HMPPS.)				
	Recommendations				
7.12	Recommendation (3.23): Governance should make sure that the use of force is always necessary, proportionate and justified. (Directed to: the director.)	Agreed	<p>Use of Force (UoF) within the establishment will be reviewed alongside independent support from the HMPPS national support team. Identified shortfalls will be addressed and the process will support the implementation of good practice. Actions from this review will be included within the Safety Improvement Plan and monitored at the monthly UoF meeting.</p> <p>Governance processes will be extended so that all incidents of force are scrutinized by the UoF coordinator, to ensure that force used is necessary, proportionate and justified. All UoF Close Circuit Television (CCTV) and Body Worn Video Camera (BWVC) to be reviewed to identify learning and actions that can be included on the Safety Improvement / UoF action plan. Any concerns raised by the SPCO will be formally raised with the Deputy Director via the Head of Safety and Decency and actions taken when required.</p>	Director Director	July 2022 June 2022
7.13	Recommendation (3.43): Staff in charge of units overnight should always carry an emergency cell	Agreed	A checklist is now in place to ensure all applicable night staff have an emergency cell key. This brief is carried out by the Night Orderly Officer. The Night Orderly Officer will print a list from the key log system each night to evidence all	Director	Complete

	key. (Directed to: the director.)		emergency cell keys have been drawn. Additional assurance will be provided via the Managers monthly night visit.		
7.14	Recommendation (3.44): There should be enough Listeners for the population and prisoners should be able to access them 24 hours a day. (Directed to: the director.)	Agreed	<p>There is ongoing recruitment of Listeners to ensure HMP Forest Bank has sufficient numbers with an aspiration to have no less than ten trained Listeners. A further seventeen prisoners have been selected and the next Samaritans training has been scheduled to be completed in June 2022.</p> <p>Staff and Samaritan focus groups will be introduced to relaunch and raise awareness of the Listener Samaritan scheme.</p> <p>24hr In-cell phone access to the Samaritans has been implemented as an additional service.</p>	<p>Director</p> <p>Director</p> <p>Director</p>	<p>June 2022</p> <p>June 2022</p> <p>Complete</p>
7.15	Recommendation (4.55): The health care application system should be confidential and effective. (Directed to: the director.)	Agreed	Healthcare applications are now made directly to healthcare via the Kiosk offering an auditable trail, whilst maintaining confidentiality.	Director/Head of Healthcare	Complete
7.16	Recommendation (4.67): The transfer of patients to hospital under the Mental Health Act should occur within Department of Health	Partly Agreed	This recommendation is partly agreed. Data on mental health assessments, transfers and remissions is submitted on the Mental Health Transfer and Remission Portal by the mental health lead on site. This data provides an accurate overview and understanding of transfers within the 28 days standard.	NHS England and Improvement	Complete

	guidance timescales. (Directed to: the director.)		The Head of Healthcare/mental health lead on site will inform commissioners of potential impending breaches and commissioners will support and liaise with providers and external mental health partners and units where appropriate to assist with transfers to hospital under the Mental Health Act within Department of Health guidance.	Director / Head of Healthcare	Complete - Ongoing
7.17	Recommendation (5.27): Prisoners should receive an appropriate induction to purposeful activities and timely careers advice and guidance throughout their time at the prison. (Directed to: the director.)	Agreed	The induction process for all new prisoners will be revised to include an assessment of their maths and English skills/abilities and levels. Careers advice and guidance is delivered as part of the induction process. The results of these assessments in conjunction with the individual needs and any employment needs will create the prisoners' learning journey. Prisoners now have access to impartial careers advice during their resettlement period, prior to release.	Director	August 2022

Recommendations	
Agreed	15
Partly Agreed	2
Not Agreed	0
Total	17