



HM Prison &
Probation Service

Action Plan: HMP Swansea

Action Plan Submitted: 20 June 2023

A Response to the HMIP Inspection: 21 February – 10 March 2023

Report Published: 20 June 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 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 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: HMIP REPORT

ESTABLISHMENT: HMP SWANSEA

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1.	<p>There was no formal induction process. Induction was sporadic and unmonitored, and we were not confident that prisoners had been seen by all relevant agencies during their early days in custody.</p>	<p>The Heads of Safety, Residence and Learning and Skills will improve the induction offer to all new prisoners by:</p> <ul style="list-style-type: none"> Commissioning a further bus to bed (Reception to Induction) review by the Prison Group Safety Lead, to identify any gaps in the process so they can be addressed/improved upon. Reviewing the induction offer for the establishment, to ensure that when a prisoner attends Swansea Prison the induction process provides clarity on what will be delivered, by whom, and when. Introducing a tracker to ensure all prisoners receive a formal induction, including education, and are seen by all the relevant agencies. Ensuring all prisoners receive an education induction within a week of arrival and are allocated to an appropriate activity, and that the process is easier to navigate and for prisoners to understand. Completing a follow up prisoner consultation questionnaire via establishment peer workers every quarter, commencing June 2023, to provide continuing analysis of the effectiveness of the induction process within HMP Swansea. The monitoring and the effectiveness of induction processes will be discussed at the morning SMT meeting, and monthly at the Performance Assurance Meeting, utilising the tracker and the questionnaire to identify areas requiring improvements, so appropriate actions can be generated to address them. 	Governor	<p>Complete</p> <p>June 2023</p> <p>Complete</p> <p>Complete</p> <p>June 2023</p> <p>August 2023</p>



2.	Too many prisoners were living in overcrowded cells originally designed for one.	<p>Accommodating two prisoners in a cell designed for one is never desirable but continues to be necessary across the estate in order to accommodate all those committed to custody by the courts.</p> <p>HMPPS is delivering 20,000 additional, modern uncrowded prison places, the largest prison build programme in a century, ensuring the right conditions are in place to rehabilitate prisoners, helping to cut crime and protect the public. There may be options in future to further reduce crowding levels, for example if population growth is slower than projected and there is sufficient headroom in the estate. This would enable targeted reductions of the least suitable prison places (including crowded places), but it is not possible to commit to this based on the latest projected population. Furthermore, it is also difficult to predict how these national trends will play out at a local level and the proportion of prisoners held in crowded cells at HMP Swansea will always ultimately depend on regional population levels and demand.</p> <p>In Spring 2022, HMPPS published a revised framework for the certification of prisoner accommodation, from which the useable operational capacity of the estate is derived. While most single cells in the prison system could physically hold two people, the determination of the maximum crowded capacity of a particular establishment is a matter of operational judgement, considering risks to safety and stability. In times of severe population pressure, establishments will be expected to hold as many prisoners as they can safely accommodate, but equally clear that that number should be determined by the operational managers responsible for managing the prison, not by a central process or by wider supply and demand issues.</p> <ul style="list-style-type: none"> • HMPPS, the Prison Group Director (PGD), and the Governor will continue to review operational capacity at HMP Swansea in line with the revised framework for the certification of prisoner accommodation to reduce overcrowding where/if possible. 	HMPPS/PGD/Governor	
			HMPPS/PGD/Governor	Complete



		<ul style="list-style-type: none"> Since the inspection it has been agreed with HMPPS Population Management Unit (PMU) to reduce the operational capacity at the prison from 492 to 468, increasing the number of single cells available. Consideration will be given to further reduce the operational capacity at the National Capacity Meeting due to take place in June 2023. 	PGD/Governor	Complete
			PGD/Governor	Complete
3.	The weekend regime was too limited at only 90 minutes out of cell each day for most prisoners.	<p>HMP Swansea will explore ways to increase the weekend regime offer available to prisoners by:</p> <ul style="list-style-type: none"> Reviewing future regime delivery as part of the staff reprofiling exercise, to ensure incorporation of a weekend regime which maximises time out of cell for prisoners, whilst ensuring safety. Exploring ways to increase the level of purposeful activity available at weekends, to increase the amount of time out of cell available to a larger proportion of the population. Ensuring regime slippage is minimised, so prisoners receive the published entitlements. The weekend Duty Governor and Orderly Officers will ensure timings are adhered to in all areas, reported at the SMT operational briefing each Monday. 	Governor	<p>October 2023</p> <p>November 2023</p> <p>August 2023</p>
4.	A lack of workshops and poor organisation of induction and allocation affected the breadth and quality of education provision. There were inconsistencies in prisoners' access to education induction and the allocation of spaces, delays in opening new	<p>The Heads of Learning and Skills and Education Skills and Work will improve the breadth and quality of activity provision by:</p> <ul style="list-style-type: none"> Completing the work on two new workshops that will provide prisoners with relevant skills to access the local labour market and increase the activity provision, and improved regime access at the establishment. Reviewing the induction offer at the establishment, ensuring all prisoners receive an education induction within a week of arrival and are allocated to an appropriate activity, and that the process is easier to navigate and for prisoners to understand. 	Governor	<p>Complete</p> <p>Complete</p>



	workshops relevant to the local labour market and insufficient access to assessment tools and curriculum provision.	<ul style="list-style-type: none"> • Reviewing the allocations process, including the recording system for allocations/attendance, making the process clearer to understand and for prisoners to navigate. • Producing a new allocation/waitlist process which will allow a smoother transition into employment that matches Prisoners Personal Development Plans (PDPs). The new waiting list will reduce waiting times and eliminate unfairness within employment allocation, allowing equal opportunities to all. • Ensuring appropriate staff training and qualifications are in place for instructors, allowing them to assess qualifications in line with national standards. • Embedding and monitoring usage of the Coracle laptops that have been introduced into the workshops that provide curriculum provision and help with prisoners maintain/continue education whilst in their place of work. • Continuing to explore ways to improve intranet connectivity in all areas to allow instructors/tutors to access information about prisoners and update PDPs as required. • The monitoring and the effectiveness of these actions will be through the monthly Performance Assurance Meeting. 		<p>Complete</p> <p>Complete</p> <p>March 2024</p> <p>Completed</p> <p>June 2023</p> <p>Complete</p>
5.	Leaders did not understand the causes of non-attendance at education, skills and work so could not plan improvement effectively.	<p>To plan effective improvement and the take up of education, skills, and workspaces, the Head of Educations Skills and Work (HoESW), Head of Reducing Reoffending (HoRR) and the Head of Learning and Skills (HoLS) will:</p> <ul style="list-style-type: none"> • Conduct a full review of the allocation and attendance procedures for purposeful activity within the establishment, in conjunction with all relevant internal stakeholders, and with the support and oversight from the PGD's office to embed effective forward planning. • Scrutinise purposeful activity allocation which will be reported by the HoESW, HoRR and HoLS at the Senior Management Team (SMT) daily morning meeting, focussing on maximising capacity and attendance. 	Governor	<p>August 2023</p> <p>Complete</p>



		<ul style="list-style-type: none"> Identify and challenge non-attendance, whilst exploring the reasons for it, to develop a new Strategy and approaches to engage individuals and improve purposeful activity attendance. Ensure that the information from self-evaluation activities and the causes of non-attendance are fully scrutinised. This information will be discussed at the multi-disciplinary monthly reducing reoffending meeting where appropriate actions to improve the take up of activities, non-attendance, and the offer available within each activity will be generated, monitored, and tracked. 		<p>October 2023</p> <p>Complete</p>
6.	Too many prisoners were released without accommodation on the day of release.	<p>The Head of Reducing Reoffending will aim to improve resettlement planning arrangements for prisoners by:</p> <ul style="list-style-type: none"> Ensuring every new prisoner regardless of sentencing status or risk of harm have their resettlement needs assessed, including their current accommodation status and any tenancy agreements. Referring all prisoners requiring accommodation to the local authority/housing provider where they are being released. Collaborative working between the prison and Probation Service Wales to improve the resettlement provision for all prisoners, including accommodation. Maintain effective links between prison and community probation offender managers, including probation short-sentence teams, ensuring timely handover of cases to allow individual needs to be addressed in advance of release. Ensure all prisoners are invited to attend the multidisciplinary pre-release board two weeks prior to release to discuss any unresolved issues. Continuing to monitor prisoners' accommodation status on the day of release, identifying issues/reasons why prisoners are being released homeless or into transient accommodation. 	Governor	Complete



		<ul style="list-style-type: none"> Accommodation data will be discussed at the monthly reducing reoffending performance assurance meetings, actions to improve outcomes will be generated at the meetings, including escalating identified issues to the appropriate local authority and or Probation Delivery Unit. 		
	Key concerns			
7.	The regime in the segregation unit was too restricted. Segregated prisoners spent long periods locked in their cells with little to do, limited access to the telephone and only 30 minutes in the open air each day.	The Head of Residence and Safety will improve the regime offer to prisoners located in the Care and Separation (CSU) Unit by: <ul style="list-style-type: none"> Reviewing the current regime offer to determine if it can be improved, including continued access to an activity and being able to utilise the phone lines outside the cells to improve family contact, subject to the necessary risk assessments. Ensuring all prisoners located in the CSU have a re-integration plan within 72 hours of being located on the unit, with agreed set goals that if achieved could improve access to a fuller regime/purposeful activity, and possibly expedite their exit from the unit. The Head of Offender Management Delivery (HoMD) will assign all prisoners located on the unit a key worker within 24 hours of arrival, to help them engage with their goals and address the issues that led them to being segregated. Providing prisoners who cannot leave the CSU to access wing work or an activity with the option of undertaking in cell learning. The monitoring and the effectiveness of these actions will be through the quarterly Segregation Monitoring and Review Group (SMARG). 	Governor	Complete August 2023 Complete July 2023 Complete
8.	The key work scheme was not operating effectively. Most prisoners did not have	HMP Swansea will improve the delivery and quality of key work to support prisoners sentence progression by:	Governor	



	regular key work sessions and the sessions that did take place did not support sentence progression.	<ul style="list-style-type: none"> • Completing a reprofiling exercise of staff resources to ensure the prison is maximising the number of hours available to deliver key work. • The People Hub will continue to maximise the number of staff detailed key work daily. • Ensuring the Regime Management Plan (RMP) is fully utilised to ensure that the balance between regime delivery and key work is maintained, monitored via the daily SMT operational briefing. • The HoMD will carry out a review of the current quality assurance (QA) process to ensure all aspects of key work are delivered effectively, ensuring accountability and that constructive feedback is provided to key workers to embed ongoing development. QA will be prisoner focussed, identifying what services/interventions the individual prisoner has received, with ongoing sequencing of contact going forward. • Introducing monthly meetings with Residential managers, Heads of Residence and Offender Management Unit (OMU) Managers on keyworker progress, ensuring constructive relationships are being developed fostering positive behaviours. Supported by a 10% monthly QA check of key worker notes by Residential Custodial Manager's (CMs), and the HoMD checking 10% of the CM's checks. 		<p>October 2023</p> <p>Complete</p> <p>Complete</p> <p>July 2023</p> <p>September 2023</p>
9.	Despite improvements in strategic governance structures and risk management, staffing pressures in health care had pulled local leaders into clinical work, reducing their ability to assure these structures were	<p>To improve governance structures and delivery of health services at HMP Swansea, Swansea Bay University Health Board (SBUHB) will:</p> <ul style="list-style-type: none"> • A review of the health care interventions has been undertaken and a request for additional resources has been developed with findings being considered by the Health Board. • Improve the performance information available from all partners for discussion at the local monthly Prison Partnership Board (PPB) meetings between the Governor and the Head of Healthcare. Identified issues concerning performance and delivery arising from partnership board 	<p>Healthcare Lead</p> <p>Primary Care Trust Deputy Group Nurse Director (Monitored Via Health Inspectorate Wales action Plan)</p>	<p>September 2023</p> <p>Complete</p>



	improving safety and outcomes.	<p>meeting that need escalating will by the HMPPS Public Health Lead for Wales to the Welsh Government.</p> <ul style="list-style-type: none"> • Ensure that prison and healthcare staff are aware that they can escalate issues they are not able to resolve locally to the Prison Health and Social Care Oversight Board, co-chaired by HMPPS in Wales and Welsh Government. • The capacity and demand for healthcare services at HMP Swansea will remain under continuous review via the quarterly Health Partnership Board meeting structure attended by the Governor. 		<p>Complete</p> <p>Complete</p>
10.	Professional record keeping required improvement across all health care teams. Information was sparse and the diagnosis, treatment plans and rationale for prescribing were not always evident.	<p>To improve professional record keeping at HMP Swansea, the Swansea Bay University Health Board will:</p> <ul style="list-style-type: none"> • Develop an audit plan between Secondary Mental Health and Primary care services to improve the content of diagnosis, treatment plans and the rationale for prescribing. • Documentation will be added to the audit plan to focus on all disciplines, including diagnosis, treatment plans and prescribing. • The plan will be presented for review to the PPB in July 2023. Progress and outcomes of audits will be reported to SBUHB Quality and Safety Group (and the equivalent in Mental Health and Learning Disability (MHL) service group), and the PPB subsequently. 	<p>Health Care Lead</p> <p>Health Care Lead</p> <p>Primary Care Trust Deputy Group Nurse Director and MHL Head of Nursing</p>	<p>August 2023</p> <p>August 2023</p> <p>July 2023</p>
11.	Learners with additional learning needs were not supported effectively. The assessment of prisoners' additional learning needs relied too	<p>The Heads of Learning and Skills (HoLS) and Education Skills and Work will improve the support for prisoners with Additional Learning Needs (ALNs) by:</p> <ul style="list-style-type: none"> • Employing a Neurodiversity Support Manager to review levels of support and implement change. • Devising a Strategy for Education and Industries staff to expand their knowledge regarding ALN training and supportive strategies for prisoners. 	Governor	<p>Complete</p> <p>September 2023</p>



	heavily on self-disclosure.	<ul style="list-style-type: none"> The HoLS will liaise with the Strategic Support and Assurance regional team to explore funding options for more formal assessment tools. Continuing to support prisoners with ALNs by utilising and developing the current range of strategies, including expanding the current resources available, and the continued use of the dedicated sensory room to support well-being. Continue to encourage self-disclosure and utilise mentors to support prisoners with ALN's to improve disclosure levels. The monitoring and the effectiveness of these actions will be through the monthly Performance Assurance Meeting. 		December 2023 September 2023 Complete Complete
12.	Classroom support for emergent readers was underdeveloped.	<p>The Head of Learning and Skills will improve the support for emergent readers by:</p> <ul style="list-style-type: none"> Reviewing and re-launching the Shannon Trust programme to support emergent readers. Designing a new structure, process, and Reading Strategy that will be circulated throughout the establishment to advertise the service to staff and prisoners, so they know how to refer or signpost emergent readers. Providing additional staff training to teachers and instructors, allowing them to enable greater in-classroom/activity support. Ensuring Shannon Trust mentors support learners in the workplace and on the wings. The monitoring and the effectiveness of these actions will be through the monthly Performance Assurance Meeting. 	Governor	Complete September 2023 December 2023 Complete Complete
13.	Prisoners on full monitoring for public protection did not have all calls monitored, a	<p>The Head of Operations will improve call monitoring processes by:</p> <ul style="list-style-type: none"> Reviewing the public protection monitoring process and exploring the opportunity of creating a Public Protection Hub, bringing together all elements of public protection into one arena. 	Governor	August 2023



	significant omission in protecting the public. <ul style="list-style-type: none"> • Creating a system which accurately identifies call requiring monitoring versus those monitored, as part of the review which will be prioritised, to ensure that there is no opportunity for omissions in the future. • Ensuring that any potential change to the way in which current monitoring takes place is included as part of the reprofiling exercise, to ensure monitoring processes are appropriately resourced. • The monitoring and the effectiveness of these actions will be through the monthly Security, Interdepartmental Risk Management Meeting, and the Performance Assurance Meeting. 		June 2023 October 2023 Complete
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