



HM Prison &
Probation Service

Action Plan: HMP Grendon

Action Plan Submitted: 8th September 2023

A Response to the HMIP Inspection: 2nd – 19th May 2023

Report Published: 14th August 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 GRENDON

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Some residential facilities were not fit for purpose or conducive to a therapeutic environment. Maintenance and repairs often took too long.	<p>Since 2020, HMPPS has invested £23m in capital projects at HMP Grendon to:</p> <ul style="list-style-type: none"> • Replace the general alarm system. • Improve the fire safety of the establishment including upgrading the night sanitation infrastructure. • Replace the conference centre roof. <p>In addition, the local Facilities Management (FM) team have ongoing improvement projects across prison to address residential issues and, with the support and encouragement of the Governor, are engaging prisoners with the relevant skill sets to design and deliver redecoration and minor refurbishment tasks in cells, showers and communal rooms, ensuring that prisoners have a sense of pride and ownership in their living environment.</p> <p>The FM provider has run a revised recruitment programme for HMP Grendon due to recruitment issues historically, given its remote location and a lack of relevant skills in the area.</p> <p>HMP Grendon hold a weekly Estate Meeting, chaired by the Deputy Governor, which includes staff and representatives from FM and Health and Safety, where progress and delivery on improvements to residential facilities are discussed and escalated as appropriate. HMP Grendon also hold a separate, twice-monthly, inter-wing meeting, attended by prisoners and chaired by the Head of Residential Services, to discuss any wing issues taking them forward to the Estate Meeting as required.</p> <p>HMP Grendon continues to monitor and challenge timescales where necessary.</p>	<p>Governor/GFSL/MoJ Property</p> <p>Governor/GFSL/MoJ Property</p> <p>GFSL/MoJ Property</p> <p>Governor</p>	<p>May 2025 May 2025</p> <p>October 2023</p> <p>May 2026</p> <p>Complete</p> <p>Complete</p>



2	<p>Key elements of the governance of health services were being adversely impacted by staffing challenges. Although the issues were being managed, there was inconsistent access to GPs and a lack of professional oversight in pharmacy, leading to avoidable risks in the delivery of patient care.</p>	<p>The health services provider, Practice Plus, have taken immediate steps to further manage the impact of staffing challenges on governance, including access to GPs and professional oversight in pharmacy. These include, but are not limited to:-</p> <ul style="list-style-type: none"> • The utilisation of a regional GP to support clinical staff to access remote GP advice and support. • 111 provide out of hours and weekend and bank holiday cover providing additional resilience should advice or a same day appointment be required. • The Head of Healthcare will Register for Practice Assist to add additional resilience in the event of short notice unplanned GP cover and to support planning cover during periods of annual leave alongside existing bank GP cover. • 10% of both GP triage and GP booked appointments will be reviewed to identify whether there has been any delay in access to GP appointments. • The Regional Pharmacist will attend the site one day every fortnight to support supervision, professional oversight and leadership in pharmacy. • All relevant clinical staff in post will complete refreshed Practice Plus medicines management competencies. All new starters will complete this during the 6-month probation period. • There will be regular regional pharmacist oversight of complex poly pharmacy patients. • Practice Plus Group will continue to explore cross site pharmacy technician cover alongside bank and agency pharmacy technicians cover whilst recruitment continues <p>All findings and any actions required will be reviewed and shared through staff one to one and appraisals feedback supported by the Regional Medical Lead and monitored at the Monthly Quality Assurance meeting, chaired by the Governor.</p>	Head of Healthcare	Complete
3	<p>The overall curriculum was not broad enough to meet the needs of the many prisoners who wanted to develop their vocational expertise alongside their therapeutic programme, such as in construction-</p>	<p>HMP Grendon have utilised the Dynamic Purchasing System (DPS) to contract in a Construction Skills Course, which is due to commence in Autumn 2023. This will offer a starting point in developing construction skills for up to 24 prisoners per year, which can be further developed when</p>	Governor	January 2024



	<p>related skills. Prisoners told inspectors they were bored in the afternoons.</p>	<p>prisoners transfer to other training prisons, after the successful completion of therapy.</p> <p>To further add to the vocational offer at HMP Grendon the education provider, Milton Keynes College (MKC), are recruiting a Business Tutor who will take up post from Winter 2023.</p> <p>The prison, based on feedback from prisoners, have also commissioned a British Sign Language course, also beginning in October 2023, which will be on offer for up to 45 prisoners per year.</p> <p>A full needs analysis, including the use of Segmentation Data, will be completed in September 2023 to ensure a curriculum is designed and agreed to meet the needs of the prisoner population. HMP Grendon will ensure the effective use of management information and prisoner feedback is used to drive this work forward. To address concerns of boredom, the revised offer will continue alongside existing therapeutic enrichment activities. Progress on delivery against this priority concern will be managed via the monthly Reducing Reoffending Meeting, chaired by the Head of Reducing Reoffending, the monthly Education Performance Meeting (EPM), chaired by the Governor and the bi-monthly Quality Improvement Group (QIG) which will be chaired by the incoming, newly appointed Head of Education, Skills and Work.</p>	<p>Milton Keynes College</p> <p>Governor</p> <p>Governor</p>	<p>January 2024</p> <p>October 2023</p> <p>October 2023</p>
4	<p>The education, skills and work provision had not been rigorously managed, monitored or quality assured over time and too much of the improvement work that leaders had commissioned was very recent and so far had had little impact. The quality of education provision had deteriorated compared with the previous two inspections.</p>	<p>HMP Grendon have recently appointed a new Head of Education, Skills and Work who has taken up post in August 2023 and have also recently appointed a new Learning and Skills Manager who had just taken up post during the time of the inspection. Across these roles, HMP Grendon will ensure a renewed focus on using the data systems available, such as Curious, local attendance information, allocations, and completions, to drive forward improvements in areas of under-performance and to ensure provision of education, skills and work is being rigorously managed. This will include the reintroduction of a Quality Assurance process and learning walks by the Learning and Skills Manager and to further support this, a Deputy Education Manager has been appointed, taking up post in Autumn 2023.</p>	<p>Governor</p>	<p>September 2023</p>



		Outcomes will be monitored at the monthly Education Performance Meeting (EPM), chaired by the Governor and the bi-monthly Quality Improvement Group (QIG) which will be chaired by the incoming, newly appointed Head of Education, Skills and Work.		
	Key concerns			
5	Prisoners' pay had not increased in line with the cost of shop items, and some could no longer afford to buy what they needed.	<p>HMP Grendon have undertaken a further review of the local Prisoner Pay Policy, however pay will remain at the current rate due to local budgeting restrictions. This will be reviewed on a six-monthly basis moving forward.</p> <p>Opportunities for additional paid employment has been explored and will continue to be reviewed by the Head of Education, Work and Skills. There is a plan in place to roll out Fine Cell Work to all prisoners which would see those involved receiving payment for their pieces of work. This is already in place on one wing. HMP Grendon will continue to hold a bi-monthly Canteen Meeting, involving prisoners and chaired by the Head of Residential Services, which enables prisoners to agree to changes to the shop items offered by the canteen provider, DHL, swapping them to lower cost alternatives as appropriate. This will continue alongside routine reviews of the Facilities List and Catalogue ordering system to ensure the most competitive offers are available to prisoners and meet their needs.</p>	Governor Governor	Complete Complete
6	Most prisoners spent very limited amounts of their leisure time outside. Wing gardens were rarely used and outdoor sports activities were infrequent.	<p>HMP Grendon have taken immediate steps to introduce time outside each evening during the summer months. Current staffing challenges means this is currently limited to one wing each evening, on a rotational basis.</p> <p>HMP Grendon will also review their regime to look at opportunities to spend more time outside. Organised activities outdoors continue to be a part of the existing Physical Education programme, and are delivered in combination with other indoor activities, weather permitting.</p>	Governor Governor	Complete December 2023
7	Careers information, advice and guidance was not provided in a sufficiently timely manner at the start of prisoners' therapeutic programme.	The Induction process will be reviewed to ensure Careers Information Advice and Guidance (CIAG) provision is deployed earlier on in a prisoner's sentence, to ensure education, vocational training and commercial work starting points of individual prisoners are provided upon successful allocation to therapy, and subject to provider staffing. This information will be shared with relevant stakeholder to enable them to have a greater	Governor	Autumn 2024



		<p>understanding of prisoners' additional needs and how to support them achieve their personal, therapeutic and learning goals.</p> <p>Outcomes will be monitored at the monthly CIAG Contract Review Meeting, chaired by the Learning and Skills Manager.</p>		
8	<p>Prisoners with additional learning support needs did not receive the support they needed and made slow progress.</p>	<p>Milton Keynes College have appointed an Inclusion Practitioner who will specifically support prisoners with additional learning needs. The inclusion practitioner who was newly in post at the time of the inspection has been provided with additional learning and development opportunities to enhance competency in the role This will mean more effective classroom support for prisoners with additional needs and, subsequently, more focussed classroom teaching support for those working at a higher level.</p> <p>HMP Grendon have also taken steps to appoint a Neurodiversity Lead who has taken up post in August 2023 to further support prisoners with additional learning needs.</p> <p>MKC will also undertake a review of all teaching resources to ensure they are age appropriate and that lessons are planned taking into consideration what prisoners have learned already and/or where improvement is required.</p>	<p>Milton Keynes College</p> <p>Governor</p> <p>Milton Keynes College</p>	<p>January 2024</p> <p>Complete</p> <p>September 2023</p>
9	<p>There had been very slow progress in implementing a reading strategy as part of the education offer, particularly for those with very-low-level or no reading skills. There was effectively no support available for such prisoners at the time of the inspection.</p>	<p>HMP Grendon have introduced a revised Reading Strategy to help inform a precise plan of implementation which will include ensuring there is appropriate support for those with very-low-level or no reading skills.</p> <p>A revised screening process is carried out as part of the First Night and Induction process to ensure those needing additional reading support are identified at the earliest opportunity and the appropriate support is put in place.</p> <p>Shannon Trust mentors will continue to meet non-readers and support the progress of prisoners in their reading. Education Reading Groups, supported by the Shannon Trust, will be introduced to help promote reading and encourage activity and education attendance as appropriate. Outcomes on progress against the Reading Strategy will be monitored through the monthly EPM, chaired by the Governor.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2023</p> <p>Complete</p> <p>September 2023</p>



		HMP Grendon have also taken immediate steps, through the use of the DPS, to commission Storybook Dads which will enable prisoners to record bedtime stories which can then be sent home to their children and aims to maintain connections between serving prisoners and their families.	Governor	Complete
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