



HM Prison &
Probation Service

Action Plan: HMP Lewes

Action Plan Submitted: 17 May 2024

A Response to the HMIP Inspection: 29 January – 05 February 2024

Report Published: 14 May 2024

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: HMIP REPORT

ESTABLISHMENT: HMP LEWES

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Drugs were much too easily available.	<p>HMP Lewes will aim to reduce the availability of drugs and support those using illicit substances by:</p> <ul style="list-style-type: none"> • Appointing a Drug Strategy Lead, a standalone, non-operational role, to spearhead the overarching policy to reduce drug supply and demand. • The Lead will implement and embed the new drug strategy, ensuring there is improved communication, collaboration and information sharing between key stakeholders. They will also ensure there is improved strategic oversight and attendance at the monthly drug strategy meeting, where data and trends will be discussed to generate appropriate actions to reduce supply and demand. • Developing an Incentivised Substance Free Living (ISFL) unit to encourage our population to move away from using illicit substances. • Continuously monitoring security intelligence to identify emerging threats and trends through the monthly Local Tactical Assessment (LTA) and Local Tactical Board (LTB), so key priorities and threats can be identified and resources deployed accordingly. • Maintaining strong links and the sharing of intelligence with Sussex Police and HMPPS regional search teams to identify emerging drug related threats to the prison, so additional resources can be deployed accordingly to combat them. • The Head of Security will work with Security Order Counter Terrorism (SOCT) colleagues to increase identification of high harm individuals. Those identified will be referred to Substance Misuse Support Services (SMSS) to offer them appropriate support to stop using drugs. 	Governor	<p>July 2024</p> <p>Sept 2024</p> <p>January 2025</p> <p>Complete</p> <p>September 2024</p> <p>September 2024</p>



		<ul style="list-style-type: none"> Increasing the rates of suspicion Mandatory Drug Testing (MDT) and the frequency of MDTs, referring all prisoners testing positive to SMSS for support. Implementing rehabilitative adjudications for drug use charges to support the those taking illicit substances, encouraging them to engage with SMSS services via a reduced adjudication award. Continuing to provide psychosocial team one-to-one support to prisoners, including clinical patients, increasing the service to allow group work to take place. The prison and the SMSS will introduce peer mentors to offer additional support to prisoners. 		<p>October 2024</p> <p>September 2024</p> <p>October 2024</p>
2	<p>There had not been enough investment in the ageing infrastructure and living conditions were still not sufficiently good. Prisoners did not always have heating or hot water.</p>	<p>HMPPS and HMP Lewes will improve the infrastructure and living conditions of the prison by:</p> <ul style="list-style-type: none"> A site-wide Fire Safety Improvement project commenced in July 2023 and is forecast to complete July 2024. The design for material improvements to Escape List and Category A prisoner cells has been developed and completed at end-March 2024, with the delivery element being included in the programme of work for 2024/25. A request for quote has now been raised and timescales for delivery will be confirmed when quotes are approved. Projects to refurbish showers on C and G wings and Healthcare commenced in December 2023 and are due to complete by the end of September 2024. MOJ property have allocated funds to repair and replace the gas line into the prison to address the issue with heating and hot water, a project plan for this will be implemented by April 2025. Producing a project plan with the Area Property Operations Manager (APOM) for the replacement of windows, assessing all windows and identifying a priority list. The replacement work will be ongoing due to the scale, however, the project plan will be in place by April 2025. The Lewes Assurance and Multi-Skills (LAMS) team will undertake a programme of cell refurbishment across the prison, utilising funding from MOJ Property. The programme will ensure cells are repainted and fully furnished in line with prescribed standards, including the fitting of privacy curtains to improve decency within the cells. 	<p>HMPPS/ PGD/ Governor/ GFSL</p>	<p>July 2024</p> <p>April 2025</p> <p>September 2024</p> <p>April 2025</p> <p>April 2025</p> <p>October 2024</p>



		<ul style="list-style-type: none"> • Employing wing working groups to clean and repaint landing and communal areas on residential units. • In addition to daily Accommodation Fabric Checks (AFCs), a decency policy has been implemented that incorporates weekly Supervising Officer (SO) and monthly Custodial Manager (CM) checks, ensuring accommodation meets the required standards. Records will be maintained to evidence the policy has been embedded through assurance checks. • The Head of Residential Services (HoRS) will quality assure 10% of the CM's checks, and the Governor/Deputy Governor will carry out monthly checks of communal areas and living accommodation. Findings from all the compliance checks will be monitored at the monthly Residential and Performance and Assurance meetings. • Reporting all defects to the Facilities Management (FM) provider GFSL (Government Facilities Services Limited), with progress against actions recorded and monitored at the monthly Tri-partite meeting, chaired by the Governor, and attended by GFSL, FM Contract Manager, Health Safety and Fire representative and the APOM. 		<p>Complete</p> <p>September 2024</p> <p>September 2024</p> <p>Complete</p>
3	<p>Time out of cell remained very poor for many prisoners and there were not enough activity places for the population. In our roll checks during the working day, more than half the population were locked up.</p>	<p>HMP Lewes will increase the amount of time prisoners can be unlocked, prioritising purposeful activity attendance and promoting the benefits of engaging in an activity through the following:</p> <ul style="list-style-type: none"> • Reviewing staff profiles and implementing a new core day, to increase the amount of time prisoners can spend out of their cells in domestic and purposeful activities on weekdays, evenings and weekends. • The Regime Management Plan (RMP) will be reviewed as part of the staff reprofiling exercise, ensuring key elements of the regime are only affected as a last resort to maintain safety. • Providing an improved regime offer for all prisoners, regardless of their Incentives Policy Framework (IP) status, who wish to engage in activities, increasing the amount of time prisoners can spend out of their cells engaged in a purposeful activity to relieve boredom and frustration. • The Head of Reducing Reoffending (HoRR) and Head of Education Skills and Work (HoESW) will review and improve the activity provision available to provide a more 	Governor	October 2024



		<p>engaging regime. This will include reviewing the Annual Delivery Plan (ADP) for education.</p> <ul style="list-style-type: none"> • The HoESW will liaise with the Kent, Surrey Sussex (KSS) New Futures Network lead to explore opportunities to attract external companies into the prison, to provide meaningful resettlement employment opportunities and increase the number of workshop spaces available. • Conduct a risk assessment of education classroom numbers, in conjunction with education provider, with the aim of increasing spaces and access to education. • Build on improved partnership working and better communication to ensure all tier 1 and 2 activities are recorded on the Digital Prison Service (DPS) reporting system to accurately reflect time out of cell and purposeful activity. • Conduct a review of in cell activities to identify where they can be increased. • Reviewing the IP, with a particular focus on improving the offer available to prisoners who engage in activities, rehabilitation, and reducing reoffending work. • Reviewing the number of gym sessions available with a view to increasing them for those engaged in purposeful activities, ensuring they don't clash with their scheduled activity that interrupts any learning. • Discussing activity spaces and attendance at the morning operational briefing to determine any barriers to attendance, and by monitoring weekly attendance figures (locally and nationally) using the regimes dashboard to ensure there is an accurate data capture of attendance figures. • Endeavouring to regularly have at least 80% of the eligible population allocated to an activity. • The HoRS and Residential CM's will ensure Residential Officers adhere to the published core day timings, including a continued focus on driving activity attendance. Activity attendance figures will be monitored weekly, through assurance checks by the Activities CM. • Strategic monitoring of attendance will be discussed at the bi-monthly Reducing Reoffending (RR) meeting, including oversight of allocation to gym sessions, to monitor improvements and raise actions to identify and address any barriers to attendance. 		
4	Lewes now held a majority of remanded and	HMP Lewes and KSS Probation Service will increase the provision available to support the needs of the population by:	RPD/ Governor	September 2024



<p>unsentenced prisoners, but provision had not changed sufficiently to match the population's needs. For example, there was insufficient support from the offender management unit for remanded prisoners, especially with their immediate housing needs.</p>	<ul style="list-style-type: none"> • Devising a whole prison approach remand strategy based on the recent needs analysis of the population. The strategy will drive increased staff awareness through regular briefings and communications around the importance of encouraging attendance at purposeful activity for all prisoners, including those on remand or unsentenced, supported and linked to the IP. • Implementing an action plan to support the remand strategy, monitored at the RR meeting to track completion of actions and improvements. • The Probation pre-release team will interview all prisoners upon arrival at the prison, including those on remand and who are unsentenced, to identify their resettlement needs (including accommodation) using the Basic Custody Screening Tool 2 (BCST2), allowing any homeless intervention work to begin at the earliest possible stage. This will be followed up by a pre-release planning meeting 12 weeks prior to the individual being released, to ensure a co-ordinated approach occurs regarding referral to appropriate community services and communications with the Community Probation Practitioner. • Remand prisoners identified as likely to be released from court will generate a 'Duty to Refer' (DtR) form that is shared with partner agencies to help support the prisoner's accommodation needs. The Commissioned Rehabilitative Services (CRS) provider will allocate an additional member of staff to support DtR cases. • The Head of Offender Management Delivery (HoOMD) will oversee all Prison Offender Manager (POM) to Community Offender Manager (COM) handovers, to ensure resettlement requirements are being addressed by the COM in advance of the transition from custody to the community. If the POM identifies issues/delays in addressing actions, or a lack of response from COMs, the HoMD will escalate their concerns to the Head of the Probation Delivery Unit concerned. • Probation Resettlement Practitioners (PRR)/ Community Probation Practitioners (CPP) will expedite referrals to Commissioned Rehabilitative Service (CRS) providers for prisoners who are serving short sentences of under 20 days or left to serve at sentence. • Accommodation Pathway Coordinators (APC) have been appointed in each region by the Homelessness Prevention Taskforce (HPT) Team who will provide a link between the Prison, Probation and Local Authorities (LA). APC meet weekly with LA to review all upcoming releases for their selected release areas. • Improving POM allocation to convicted but unsentenced individuals. • Increasing the opportunities on offer to remand prisoners in terms of purposeful activity through eligibility for peer mentor roles. 		
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5	<p>Under the end of custody supervised licence scheme (see Glossary), some high-risk prisoners were being released at short notice without sufficient risk management planning.</p>	<p>The Head of Offender Management Services (HoOMS) and the HoOMD will improve risk management planning by:</p> <ul style="list-style-type: none"> • The Probation pre-release team will interview all prisoners upon arrival at the prison to identify their resettlement needs using the BCST2. This will be followed up by a pre-release planning meeting 12 weeks prior to the individual being released, to ensure a co-ordinated approach occurs regarding referral to appropriate community services and communications with the Community Probation Practitioner. • Moving release planning for all high-risk cases out of the monthly Interdepartmental Risk Management (IDRM) meeting and into a fortnightly release planning meeting, provided increased focus, notice of releases and improved communication with relevant support agencies supporting release. • Continuing to manage all Multi-Agency Public Protection Arrangements (MAPPA) level 2 and 3 and other high-risk cases of concern at the IDRM, focussing on the management/protecting of risk (including remanded prisoners where appropriate). • Reviewing End of Custody Supervised Licence (ECSL) exemptions, with Sussex Probation Teams introducing pre-release panels to review all cases and ensure readiness for release 12 weeks prior to the original release date. Increasing managerial and senior leader oversight of all cases, including ensuring MAPPA and accommodation reviews are completed in good time. Creating a designated space within the prison for release planning to facilitate improved sharing of information with partnership agencies. • Devising a Recall Strategy to manage the risk of fixed term recalls that links in with community partners and health support. • The HoMD will oversee all POM to COM handovers to ensure resettlement requirements are being addressed by the COM in advance of the transition from custody to the 	RPD/ Governor	<p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>Complete</p> <p>October 2024</p> <p>October 2024</p>



		<p>community. If the POM identifies issues/delays in addressing actions, or a lack of response from COMs, the HoMD will escalate their concerns to the Head of the Probation Delivery Unit concerned.</p> <ul style="list-style-type: none"> • The pre-release team will introduce a performance and quality framework to ensure effective monitoring of outcomes against referrals made for prisoners due for release. • Exploring ways to create a 'departure lounge' in the new visitor's centre outside the main gate to support individuals at the point of release, utilised by commissioned support services. • The HoMD will quality assure 10% all written MAPPA) contributions to ensure they are sufficiently analytical. Feedback will be provided to POMs where improvements are identified. • Reviewing all public protection arrangements, including ensuring there are sufficient staff to identify, monitor and review all those subject to monitoring. • Ensuring that all public protection databases are constantly up to date and all staff are provided with adequate training, so they know where to access alerts and those subject to monitoring and how to record outcomes effectively. • The monitoring and the effectiveness of these actions will be through the IDRM and RR meetings. 		<p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p>
	Key concerns			
6	Early days support was undermined by increasing numbers of prisoners arriving late, following long journeys from other areas where prisons	<p>The Head of Operations will improve early days support through:</p> <ul style="list-style-type: none"> • A review of First Night (FN) processes to ensure they are streamlined, as effective as possible and that late-night arrivals are supported, risk assessed promptly and that peer mentors are in place. • Commission an early day's review with peer mentor support. • In conjunction with the Healthcare provider (Practice Plus Group), conduct a review of health provision and delivery, including providing an extra clinic room to improve assessment processes. 	Governor	October 2024



	<p>were full. Many were not moved to their cells until the early hours of the morning.</p>	<ul style="list-style-type: none"> Continued engagement with escort contractors to try and ensure new arrivals from court arrive here promptly rather than all late in the day at once. Providing a private space to conduct interviews with new arrivals on the First Night Centre (FNC) so they can share any concerns with staff. Allowing all new arrivals, the chance to have a shower prior to being located on the FNC. Reviewing the induction process to ensure it covers all aspects of life at HMP Lewes, including the recording of who has completed the induction so the Head of Operations can monitor who has completed it. 		
7	<p>Levels of violence were some of the highest for this type of prison and there were not enough incentives to promote positive behaviour.</p>	<p>HMP Lewes will aim to reduce levels of violence and incentivise positive behaviour by:</p> <ul style="list-style-type: none"> Reviewing the IP with a particular focus on increasing the offer available to prisoners who desist from violence and engage in activities, rehabilitation, and reducing reoffending work. The IP will be clearly published in all areas and incorporated into all aspects of prison life to promote the benefits of positive engagement, including assigning activities, adjudications, IP reviews, Challenge, Support and Intervention Plans (CSIP) reviews, POM and Key Worker discussions. The HoRS and Residential CM's will oversee the IP to ensure reviews take place on time and quality assure decisions made to promote or downgrade prisoners. Embedding an effective CSIP policy, so the most violent individuals and those who are being supported by CSIP as victims receive appropriate support, so they understand the targets set to improve their behaviour and reduce levels of violence. The CSIP policy will be communicated to all staff to increase awareness and improve competence of the process to understand the actions needed to address the prisoner's behaviour, utilising the safety summit to inform actions and improve communication around who are significant individuals involved in harm. Ensure all prisoners being supported by CSIP, perpetrators and victims, are discussed at the weekly Safety Intervention Meeting (SIM), with multi-disciplinary actions being formulated to ensure appropriate support and targets are put in place. Ensure prisoners who are self-isolating are reported daily and discussed at the morning operational briefing and weekly SIM, to ensure they are receiving appropriate support that 	Governor	<p>October 2024</p> <p>October 2024</p> <p>October 2024</p> <p>October 2024</p> <p>Complete</p> <p>Complete</p>



		<p>is recorded on NOMIS (National Offender Management Information System). Residential staff will encourage CSIP victims and self-isolating prisoners to engage in the regime, recording of access to a regime will be monitored and checked daily by Residential SOs.</p> <ul style="list-style-type: none"> • Reviewing our Young Adults strategy to reflect the population, to address gang culture and target debt issues. Actions from the review will be added to the safety action plan discussed at the monthly Safety Strategy meeting. • Ensuring the safety team collate and review all data relating to violence, including intel from investigations, to improve the understanding of causes and drivers of violence for discussion at the multi-disciplinary Safety Strategy meeting where appropriate actions to reduce violence will be generated and added to the consolidated safety action plan. The timescales, effectiveness and impact of all the actions will be monitored at the meeting. 		<p>October 2024</p> <p>Complete</p>
8	<p>Levels of self-harm were high and on an upward trend. When prisoners used their cell bells, they were not answered promptly, creating additional risks.</p>	<p>HMP Lewes will aim to reduce levels of self-harm by:</p> <ul style="list-style-type: none"> • Utilising the data and outcomes of the safety summit to inform the Safety Strategy 2024/25 and generate actions to reduce the drivers of self-harm and violence, that will be incorporated into the consolidated safety action plan. • The safety team will review the case management of the most complex cases and prolific self-harmers to ensure they are being appropriately supported, with findings communicated to all staff. • The Safety Team will support case managers with Assessment Care in Custody Teamwork (ACCTs) to improve care plans and case management, ensuring reviews are multi-disciplinary, providing coaching and mentoring to ensure processes are robustly followed, including meaningful individual interventions to address risk. • Ensuring the risk assessment process for prisoners subject to constant supervision explores options to occupy them to provide them with a suitable regime. • Continuing to promote and provide access to Listeners (prisoners trained by the Samaritans to provide confidential emotional support to fellow prisoners) for those requiring it. Exploring options to increase the locations for listeners to speak to prisoners in crisis. 	Governor	<p>October 2024</p> <p>October 2024</p> <p>October 2024</p> <p>August 2024</p> <p>Complete</p>



		<ul style="list-style-type: none"> • Ensuring ongoing recruitment and training of Listeners, including placing holds on trained individuals, so there is always sufficiently provision to provide support for those requiring it. • Continued oversight of the implementation of recommendations made by the Prisons and Probation Ombudsman, including those relating to health care provision, with learning being reinforced with staff every six months. • Improving the application process with the support of the peer mentor scheme and Prisoner Information Desk (PID) workers, to improve responses to requests and reduce frustration. • Conduct a review of in cell activities to identify where they can be increased to reduce boredom. • Improving cell call bell response times to ensure they are answered within an acceptable time. Times will be monitored through covert testing by Residential Managers and through weekly local management information by the Deputy Governor. • Introducing weekly key worker sessions for high-risk prisoners to support the most vulnerable, promoting positive staff engagement and interactions. • Case managers and key workers will encourage and support high-risk prisoners to engage in the regime, working collaboratively with the allocations team to allocate these prisoners to a suitable activity. • The Safety team will collate and review all data relating to self-harm and deaths in custody to identify trends and drivers of self-harm. This information will be discussed at the Safety Strategy Meeting where appropriate actions to reduce self-harm will be added to the consolidated safety action plan. 		<p>Complete</p> <p>August 2024</p> <p>October 2024</p> <p>July 2024</p> <p>October 2024</p> <p>Complete</p> <p>October 2024</p> <p>Complete</p>
9	Most prisoners did not have regular contact with a named key worker.	<p>HMP Lewes will improve the allocation and delivery of key work by:</p> <ul style="list-style-type: none"> • Reviewing staff profiles to allow for an increase in non-flexible staff hours to increase key worker provision and delivery. • Introducing weekly key worker sessions for high-risk prisoners to support the most vulnerable at the prison, promoting positive staff engagement and interactions and assisting them with queries that can lead to frustration. 	Governor	October 2024



		<ul style="list-style-type: none"> • Ensuring all prisoners receive a full induction so they understand and know how to access services and regimes. • Introducing monthly meetings with Residential Managers, HoRS and Offender Management Unit (OMU) Managers on keyworker progress, ensuring constructive relationships are being developed fostering positive behaviours. Supported by a 10% monthly Quality Assurance (QA) check of key worker notes by Residential CMs, with the HoOMD and HoOMS checking 10% of the CM's checks. • Rolling out a revised Key Worker Strategy and action plan, including a new keyworker allocation process, that will include the upskilling and development of staff groups involved in Offender Management in Custody (OMiC) and Keyworker strategies. The quality and delivery of keyworker, including frequency, purposeful and rehabilitative conversations will be monitored by the HoOMS and reported at the monthly Senior Leadership Team meeting. 		
10	The applications process was ineffective and prisoners often did not get a response.	<p>The HoRS and the Head of Business Assurance will improve the application process by:</p> <ul style="list-style-type: none"> • Reviewing the application system to ensure all applications are responded to in a timely manner to reduce prisoner frustrations. • Setting up Prisoner Information Desks (PIDs) on each wing to handle applications to deal with low level prisoner queries or to signpost them appropriately. • Streamline the application process by designing a standard application form. • Improve staff and prisoner understanding of processes to address many queries without the need for applications by introducing 'frequently asked questions' information boards on all wings. • The business hub will analyse applications to understand and address common themes that could be addressed differently to reduce the volume of applications and subsequently improve response times. • The application process will be monitored weekly by the business hub to look at the number and types of application that have been submitted. Additionally, weekly monitoring of the process will look at the number of applications that are overdue. Areas will then be made aware of these to ensure prompt responses are given. 	Governor	October 2024



11	Managers did not have enough data to understand outcomes for protected groups and take remedial action.	<p>The Head of Safety, supported by the Diversity & Inclusion (D&I) lead will promote a whole prison approach to understanding outcomes for protected groups by:</p> <ul style="list-style-type: none"> Increasing attendance at the bi-monthly D&I meeting to ensure a co-ordinated whole prison approach, who will discuss and generating actions to improve equitable outcomes for each of the Protected Characteristics (PC). Creating a D&I Business Administrator (BA) position who will support the Head of D&I by collating and analysing all available data, identifying any disproportionality for discussion at the D&I meeting, where appropriate actions will be generated to address them. Each PC will be led by a Head of Function who will hold quarterly forums for each PC, allowing prisoners a chance to raise any concerns and perceived discrimination. The forums will be minuted and any actions raised will be tracked for timely resolution. Feedback, themes, trends, and actions will be monitored at the D&I meeting, with progress measured against the D&I roadmap. The Deputy Governor will quality assure 100% of Discrimination Incident Reporting Forms (DIRF) each month, any identified themes and trends will be discussed at the D&I meeting. The D&I action plan will be reviewed annually, underpinned by a need's analysis of the population. An annual survey will be completed to provide feedback on prisoner's views and perceptions of D&I and discrimination, to measure progress against the roadmap. The Head of D&I, supported by the regional D&I lead, will continue to explore ways to build links with community agencies, improve and promote D&I awareness to all staff and prisoners through regular communications, to make HMP Lewes an inclusive environment for all. 	Governor	<p>September 2024</p> <p>September 2024</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>October 2024</p> <p>Complete</p>
12	Patients needing transfer to hospital under the	NHSE South-East Region, the Health Provider and HMP Lewes will work in partnership to ensure prisoners needing a transfer under the Mental Health Act are moved in a timely manner by:	NHSE/ Health Provider/ Governor	



	<p>Mental Health Act continued to wait far too long for a bed.</p>	<ul style="list-style-type: none"> • Meeting weekly with NHSE commissioners to review prisoners awaiting a transfer. • Regularly reviewing and updating the referral process based on feedback and performance metrics. • Establishing a clear protocol for escalating delays in mental health transfers to the NHSE Health In Justice Commissioners. • Collaborating with NHSE Health In Justice Commissioners to address systemic issues leading to delays. • NHSE Health In Justice Commissioners to continue working with regional and national stakeholders, to assess and develop existing mental health referral pathways. • Developing standardised protocols and guidelines for mental health transfers. • Regularly reviewing and updating mental health referral pathways based on evolving needs and feedback from stakeholders. • Prisoners held in segregation awaiting a Mental Health (MH) transfer have daily visits by the duty governor and weekly visits by either the Deputy Governor or Governor. These prisoners are discussed at the SIM where all partners help to plan the best possible outcomes for this cohort. • Prisoners waiting MH transfer on normal location are managed and discussed at the SIM, this ensures that any regression with wellbeing can be addressed urgently. 		<p>Complete Complete Complete Complete Complete Complete July 2024</p>
13	<p>Careers information, advice and guidance were ineffective and did not support prisoners to develop the knowledge, skills and behaviour they needed to be successful in</p>	<p>The Head of Education, Work and Skills (HoESW) will work with the Careers Information, Advice and Guidance (CIAG) contracted service provider CXK (a charity that delivers career guidance & training programmes to support individuals), to improve careers information, advice and guidance by:</p> <ul style="list-style-type: none"> • Reviewing the provider recruitment strategy and supporting where possible to ensure the CIAG provider is fully staffed, enabling them to deliver the contracted service in line with contract requirements. • Ensuring all CIAG staff are suitably qualified, completing additional Continuing Professional Development (CPD) activities as required, to support delivery in line with the contract reviewed at monthly governance meetings. 	<p>Education Group Custodial Contracts/ Education Provider/ Governor</p>	<p>Complete September 2024</p>



	their progression.	<ul style="list-style-type: none"> Attendance at the ESW Induction will be driven by the prison to ensure that all prisoners in scope for the induction are able to access the CIAG advisor and complete a Personal Learning Plan (PLP) with afternoon sessions by appointment in the community hub. Ensuring all prisoners have a PLP that have 'SMART' (specific, measurable, achievable, relevant, and time-bound) actions to work towards their targets. Tracking PLP progress at review meetings (critically 4 week and 12-weeks prior to release) with prisoners, updating the PLP and Management information Systems data accordingly. Ensuring all PLPs are uploaded onto the Virtual Campus, shared drive or DPS as appropriate, with an aim that all PLPs are created directly on DPS as part of the National roll out to be completed by 31 March 2025, ensuring a hard copy is provided to the prisoner. The CIAG will produce monthly reports for the Quality Improvement Group (QIG) meeting, providing information on starts, reviews and progress. Quality assurance and targets for improvement will be documented, monitored, and tracked at the monthly QIG and CIAG governance meetings. 		<p>June 2024</p> <p>Complete</p> <p>August 2024</p> <p>March 2025</p> <p>August 2024</p> <p>August 2024</p>
14	Teaching and attendance were poor in too many education classes, particularly mathematics.	<p>HMP Lewes will continue the drive to improve attendance and the provision of education in conjunction with the Education Provider (Milton Keynes College) by:</p> <ul style="list-style-type: none"> Discussing activity spaces and attendance at the morning operational briefing to determine any barriers to attendance, and by monitoring weekly attendance figures (locally and nationally) using the regimes dashboard to ensure there is an accurate data capture of attendance figures. The HoRS and Residential CMs will work with residential staff so they understand the benefits of prisoners attending an activity, adhere to the published core day timings and have a continued focus on activity attendance. Activity attendance figures will be monitored weekly through assurance checks by the Head of Reducing Reoffending and the activities CM. Reviewing the pay policy and incentives to improve to attendance at activities. 	<p>Education Group</p> <p>Custodial Contracts/</p> <p>Education Provider/</p> <p>Governor</p>	<p>Complete</p> <p>September 2024</p> <p>September 2024</p>



		<ul style="list-style-type: none"> • Reviewing the allocations and gym timetable scheduling to minimise disruptions, so learners do not have to choose between education or the gym. Incentivising attendance and extra gym sessions as part of the IP policy review. • Reviewing the quarterly ESW timetable to ensure it meets the needs of the population with the fluctuating sentenced and remand population, to reduce waiting times and increase access to core skills such as literacy and numeracy. • The Education Provider will complete a 'deep dive' to assess the quality of delivery of areas where attendance is poor, or learner feedback has concern sharing findings with HoESW and Learning and Skills Manager (LSM) to agree actions to address them as necessary. • Ensuring teachers and tutors are accessing the starting point information for prisoners to set relevant targets for each subject area, to be dip tested as part of the Prison quality calendar. • Ensuring prisoners use the skills workbooks to capture the range of employability skills and behaviours they develop, enabling them to reflect on the range of sector-specific employability and transferrable skills acquired to be quality assured by the Industry Manager and HoESW. • Develop mentors to support ESW to support attendance. • The ESW provision will be monitored through weekly and monthly assurance checks by Education Provider and the LSM, monitoring starts, attendance, and achievements from the CURIOUS database. • Attendance and reasons for non-attendance will be monitored and tracked at the QIG, Education Performance Meeting, Reducing Reoffending and Prison Education Framework meetings. 		<p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>Complete</p>
15	Leaders' quality assurance of education was not effective and they had been too slow to address and	<p>The HoESW will improve the quality assurance of education working in partnership with the Education Provider by:</p> <ul style="list-style-type: none"> • Reviewing the Quality Framework to support a more robust and consistent evaluation of teaching, alongside a quality calendar for teaching observations and learning walks that 	Education Group Custodial Contracts/ Education Provider/	July 2024



	<p>rectify the weaknesses in this area.</p>	<p>will identify areas for improvement and CPD for staff, including appropriate feedback to improve the quality of teaching.</p> <ul style="list-style-type: none"> • Improving the observation and learning for all staff, with the education providers leaders ensuring all teachers receive CPD plans which are monitored monthly to improve the quality of delivery. • Completing monthly Learning Walks by leaders who will provide timely feedback to assist tutors and instructor for development, recorded in their CPD plans. • The HoESW and the Learning and Skills Manager will complete monthly Quality Assurance checks of education delivery as part of the quality calendar and quality cycle. • The HoESW and the Industries Manager will provide CPD opportunities to progress the staff in workshop and ESW areas, e.g., Progress in Work, with quality assurance be put in place as noted above. • The HoESW will review the support plans for prisoners located in the Care and Separation Unit to allow them to continue with their learning whilst separated if they are unable to attend education, with quality assurance included in line with the quality cycle. • Quality assurance and targets for improvement will be documented, monitored, and tracked at the monthly QIG, EPM and PEF meetings. 	<p>Governor</p>	<p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>Complete</p>
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