



HM Prison &
Probation Service

Action Plan: HMP Chelmsford

Action Plan Submitted: 11th June 2024

A Response to the HMIP Inspection: 22nd January – 8th February 2024

Report Published: 8th 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: HMCIP REPORT

ESTABLISHMENT: HMP CHELMSFORD

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The level of reported self-harm was very high. Too many prisoners struggled to get help with their mental health.	<p>The early identification of self-harm risk among newly arrived prisoners is being enhanced by additional screening, completed by Prison Offender Managers (POMs), for any indicators of self-harm risk that may not have been initially evident at first arrival reception interview.</p> <p>Identified safety officers will attend the induction wing to speak to new prisoners to complement the First Night in Custody (FNIC) process. This initiative demonstrates a commitment to ensuring the safety of all individuals are discussed and appropriate actions taking to address these.</p> <p>HMP Chelmsford will review the effectiveness of how data is analysed, with the subsequent actions being monitored closely at the monthly Safer Prisons Meeting to measure progress in reducing levels of self-harm, and in understanding the drivers behind self-harm.</p> <p>HMP Chelmsford will review the work streams completed by the dedicated safety resource, this is to ensure that the safety team is operating at optimal efficiency and making the greatest possible impact on safety within the prison.</p> <p>Engage collaboratively with our Healthcare and Mental Health Service Providers around mental health provision and ensure that service provision is maximised and targeted towards men who are most in need of support.</p> <p>Leaders will review the interventions and regime offered to acutely mentally unwell men located on the Enhance Care Unit (ECU) in collaboration with healthcare, mental health, and neurodiversity managers.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2024</p> <p>July 2024</p> <p>July 2024</p> <p>August 2024</p> <p>October 2024</p> <p>October 2024</p>



		<p>HMP Chelmsford will continue to identify complex cases through a multi-disciplinary approach at the weekly Safety Intervention Meeting (SIM) and develop strategies to better understand and support men with complex needs. Two dedicated keyworker officers will provide more intensive keyworker sessions for men who are considered to be higher risk, this will ensure that interventions and management plans are succinct and actioned effectively.</p> <p>There will be renewed focus from the training department to ensure that staff have completed Suicide and Self-Harm (SASH) refresher and First Aid training.</p> <p>To improve the mental health provision, the local healthcare provider, HCRG (Health Care Resourcing Group), will:</p> <ul style="list-style-type: none"> • Create mental health referrals audit to ensure that referrals made in reception reach the intended teams in a timely manner. • Mental Health lead to ensure that all staff, including prison staff, are aware of the pathway for escalation of mental health referrals. • Training to be provided across all HCRG healthcare teams which focuses on completing prevention of suicide conversations and paperwork. • Dual diagnosis policy to be implemented to ensure support is provided to those with mental health and substance misuse issues. 	<p>Governor</p> <p>Governor</p> <p>Head of Healthcare</p>	<p>August 2024</p> <p>December 2024</p> <p>October 2024</p>
2	<p>Care and support for prisoners in their early days was not good enough. Risks and vulnerabilities were not explored in sufficient depth, peer work was underused and it took too long for prisoners to be able to make a telephone call.</p>	<p>A review of how trained Listeners and peer supporters are utilised will be undertaken, focusing on how they support men during the First Night in Custody (FNIC) process.</p> <p>Bi-monthly 'Bus to Bed' meetings will track outcomes against FNIC priorities and expectations, and also focus on improving collaborative information sharing between Reception and Induction staff. Trends and new ideas will be discussed at the meeting to ensure best working practises are always utilised amongst staff.</p> <p>FNIC Managers will perform assurance checks, which will involve having direct conversations with 20% of newly arrived men in custody, within 72 hours of their arrival. This will help compare their initial experiences with the desired outcomes and identify areas where improvements are most needed.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2024</p> <p>October 2024</p> <p>September 2024</p>



		<p>The waiting period for cleared pin numbers for men will be closely monitored. A local review of Public Protection resources will be completed, this is intended to reduce any delays in approving phone contacts for men subject to Public Protection measures.</p> <p>The length of a prisoner's induction will be increased from 3 days to 4 days to include peer-led mental health ambassador sessions and provide additional support to men in the early days of their time in custody.</p>	Governor	August 2024
			Governor	September 2024
3	<p>Work to ensure fair treatment and inclusion was insufficient. Prisoners with protected characteristics, including young adults, non-white, and Muslim prisoners, and those with disabilities, reported significantly more negative experiences in important areas. Not enough was being done to address disproportionate treatment.</p>	<p>On confirmation of funding, a Band 6 Diversity and Inclusion Manager will be appointed to oversee the progression and review of the Diversity and Inclusion Strategy and the Equalities Action Plan. Part of their role will be to seek good practices from other prisons and the Regional D&I lead to integrate them into local initiatives aimed at achieving sustainable improvements.</p> <p>External scrutiny will be provided by ISCRE (Ipswich & Suffolk Council for Racial Equality) who will review internal policies and attend the Equalities Committee meeting on a monthly basis.</p> <p>Senior Leader Team (SLT) Prison Equalities Champions will be identified for each protected characteristic (PC). Scheduled forums and events will be scheduled, these will be documented, and a record of actions will be kept ensuring that PC Lead monitors progress and addresses emerging issues in a timely manner. Outcomes will inform the monthly D&I meeting.</p> <p>Working collaboratively with healthcare and neurodiversity managers, individual care plans will be developed for prisoners with identified disabilities and enhanced to provide arrangements for supervision and evidence of personal care.</p> <p>Individual care needs of prisoners with disabilities will be reviewed at a designated SIM meeting once a month, with representatives from Social Care providers where required.</p>	Governor	July 2024
			Governor	February 2025
			Governor	November 2024
			Governor	October 2024
			Governor	October 2024
4	<p>Mental health provision was disjointed and talking therapies were not being delivered. This</p>	<p>A collaborative strategy review meeting will be held to and establish a working group with three main priorities:</p>	Head of Healthcare	October 2024



	created a gap in provision, and significant risk.	<ol style="list-style-type: none"> 1. Clarify referral processes and thresholds for Mental Health interventions and talking therapies provision. 2. Clarify where documentation and ownership of risk is stored and effectively shared. 3. Confirm location of and agenda for multi-disciplinary team meetings. – Terms of reference will be reviewed to ensure attendance and contributions remains effective and purposeful. <p>The Talking Therapies service will continue recruitment activities to improve access to the service and reduce waiting times. In the interim, Mental Health team to continue to deliver emotional support to high-risk prisoners who are waiting for talking therapies.</p> <p>The mental health operational policy will be reviewed and updated where needed. Staff will receive refresher training around this.</p>	Head of Healthcare	October 2024
			Head of Healthcare	October 2024
5	There were weaknesses in teaching and assessment, and in the content and design of the curriculum.	<p>The Head of Education, Skills & Work (HoESW) and Learning & Skills Manager (LSM) will conduct joint learning walks and lesson observations with the Education Manager. This is part of measures to help assure the quality of teaching, learning and assessment and will identify areas of good practice and areas for development which will be discussed at the monthly ESW meeting.</p> <p>The education provider will complete graded tutor observations and robustly manage through individual action plans where the quality of education is found to be below a 'good' standard.</p> <p>Education leaders will implement curriculum reviews for continual improvement, reviewing against the Knowledge lines, Schemes of Learning, quality of resources, assessment & feedback, reading and employment links to ensure good, sequenced content.</p>	Governor	September 2024
			Governor	September 2024
			Governor	September 2024
6	There were gaps in support for remanded prisoners. Their immediate and resettlement needs	<p>New arrivals will be screened for resettlement needs via completion of a Basic Custody Screening Tool (BCST2) allowing for support of immediate resettlement needs to be offered. In addition, ongoing support which men can access will include assistance with finance benefit & debt, employment needs, maintaining contact with families, tools to develop positive behaviour.</p>	Governor	November 2024



	were neither reliably identified nor addressed.	<p>HMP Chelmsford will utilise the recent needs analysis to assess the needs of the population acknowledging that the ratio of remands and sentenced prisoners has increased considerably, this will feed into the delivery of services for the remand population. In addition to the Strategic Needs Analysis, ongoing review of need and impact/effectiveness of delivery with a specific focus for the remand population will be maintained via regular Resettlement Rep forums and activity feedback. Impact and development will be monitored and measured via the Reducing Reoffending Policy Committee.</p> <p>Men will be offered the opportunity to access clothing secured from charitable donations, as well as food vouchers to support their wellbeing on release where their own in possession clothing provision and/or personal finances may be poor.</p> <p>Accommodation support will be offered for those on remand via the expanded Accommodation Community Rehabilitation Services (CRS) provision. The Head of Reducing Reoffending meets with the Probation Contract team each month to track and report on progress.</p>	Governor	January 2025
			Governor	September 2024
			Governor	September 2024
	Key Concerns			
7	Scrutiny of use of force was insufficient. Use of force was high and body-worn video cameras were not activated soon enough.	<p>100% of all Use of Force (UoF) incidents will be initially triaged by a dedicated Band 4 Use of Force coordinator, and then reviewed at the fortnightly UoF review meeting. This meeting will be co-chaired by the Deputy Governor and Head of Safety, with a multi-disciplinary membership including Healthcare and the Neurodiversity Lead. A UoF action log will be maintained to record and track action updates from these reviews.</p> <p>A local body worn video camera (BWVC) strategy will be published in line with national HMPPS framework expectations. HMP Chelmsford will instruct all line managers of operational staff bands 3-5 to outline expectations around BWVC use and early activation, during regular documented performance conversations.</p> <p>A live database will be developed to cover a number of points around use of force governance, from UoF initiators, behavioural catalysts and whether BWVCs were applied in the lead up to force being used. The monthly segregation monitoring, and review group</p>	Governor	July 2024
			Governor	July 2024
			Governor	August 2024



		<p>(SMARG) meeting will identify any local trends in UoF, and actions to address any trend concerns will be delegated and monitored through the SMARG meeting.</p> <p>The Training department meeting now has terms of reference and agenda, which include a standard item to discuss UoF training needs and how they will be addressed. The Use of Force Co-ordinator will be a ring-fenced resource protecting their working time allowing a sustained focus on UoF scrutiny at HMP Chelmsford.</p> <p>The Use of Force Practice and Development Team will be invited to attend UoF Governance meetings and SMARG meetings to support the continued development of our local UoF scrutiny.</p>	Governor	August 2024
			Governor	September 2024
8	<p>The segregation unit was a substandard environment. Prisoners reported disrespectful treatment by some segregation unit staff, and living conditions and the regime on the unit were inadequate.</p>	<p>A thematic review focusing on the lived experiences of a cohort of Prisoners who have been located in the Care and Separation Unit (CSU) at HMP Chelmsford has been commissioned, involving the Psychology team. This will inform any remedial actions required to address negative prisoner perceptions surrounding disrespectful treatment and the staff allocation to the unit.</p> <p>The mandatory activation of BWVCs to capture all re-locations of prisoners to the CSU has been implemented to record the arrival of all men onto the unit.</p> <p>The Head of Safety will improve the regime offer to prisoners located in the CSU by 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. The Head of Safety will review opportunities to enhance living conditions, including enhancing exercise and association areas.</p> <p>Exit interviews will be conducted with prisoners as part of their reintegration process back into the general population, with any learning or actions being taken forward to address any concerns that may be raised.</p>	Governor	August 2024
			Governor	July 2024
			Governor	December 2024
			Governor	August 2024
9	<p>The prison was not providing prisoners with enough day-to-</p>	<p>Work to introduce the digital prisons project / launchpad is in its final stages, and due to go live in the summer of 2024 this will provide prisoners better access to applications,</p>	Governor	December 2024



	<p>day support. The quality of key work was poor and prisoners expressed frustration at struggling to get basic requests dealt with.</p>	<p>complaints, meals choices, prisoner updates and basic entitlements through in cell technology.</p> <p>HMP Chelmsford will implement a new strategy to enhance keyworker responsibilities, aiming to provide better support and engagement for the most vulnerable prisoners. This includes a priority cohort of men who will receive more intensive keywork sessions from two dedicated keyworkers. The remaining population will receive monthly key working interventions from assigned residential staff, and leaders will ensure continual improvements in key work delivery and quality.</p> <p>Kit-change process will be reviewed, and industrial washing machines will be installed across all residential wings to improve outcomes around access to clean kit provision.</p> <p>The agenda for the prison council meeting has been revised to include suggestions for improving day-to-day support for men. Additionally, exit surveys will be introduced as part of the release process to gather feedback from prisoners and gain a better understanding of their experiences while in Chelmsford. The feedback will be used to improve services and support available to prisoners throughout the establishment.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>September 2024</p> <p>September 2024</p>
10	<p>Parts of the prison were in poor repair and equipment failures were having an impact on prisoners. Showers, windows and flooring on some wings were in poor condition, two wings did not have working heating at the time of the inspection, and the kitchen had a large number of equipment breakdowns.</p>	<p>Heating issues across the establishment were resolved after the inspection, including on the CSU. Rubbish in window grilles has been cleared since the inspection. Repairs are completed by the on-site facilities management team once maintenance problems, such as blocked sinks, are reported through the reporting system. Flooring in the servery on E-Wing has been replaced.</p> <p>Windows are frequently replaced/repared but need investment for full replacement. A bid will be submitted for review.</p> <p>Kitchen requires replacement flooring in multiple areas. GFSL FM provider will provide quotes which will be submitted to be discussed by MoJ Property Services and HMPPS Estates to review funding options.</p> <p>Some of the equipment in the kitchen is unusable, however there is currently rental equipment provision until funding is available for replacements. The rental equipment will remain on-site until replacements are secured.</p>	<p>Gov Facility Services Ltd (GFSL)</p> <p>HMPPS Estates</p> <p>GFSL, HMPPS Estates, MoJ Property Services.</p>	<p>Completed</p> <p>August 2024 (For bid process)</p> <p>August 2024 (For bid process)</p> <p>Completed</p>



11	<p>Governance and oversight of the delivery of social care were weak. We found unmet need, and communication about the care delivered to prisoners with a social care package was poor.</p>	<p>HMP Chelmsford will review and update the Memorandum of Understanding (MOU) with Essex Social Care to make sure referrals are understood and correctly identify any unmet needs.</p> <p>A clear procedure will be published and communicated to staff to explain when to make a social care referral process and how to do this.</p> <p>The Adult Social Care and Safeguarding Strategy will be reviewed and updated to establish the provision for social care, and the governance of social care provision locally.</p> <p>Individual care needs of prisoners with disabilities and social care needs will be reviewed at a designated Safety Intervention meeting (SIM) once a month, with representatives from Social Care providers where required.</p> <p>Leaders will review the process for the initial identification of social care needs on a prisoners first arrival, with a view to improving information sharing to prevent unmet need around social care provision.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2024</p> <p>June 2024</p> <p>September 2024</p> <p>August 2024</p> <p>September 2024</p>
12	<p>Leaders had been too slow to implement a cross-prison reading strategy or promote reading as part of other education, skills and work classes.</p>	<p>The reading strategy at HMP Chelmsford was reviewed in April 2024, and will be reassessed periodically in accordance with the annual needs analysis. Progress in reading will be monitored monthly through the Education, Skills & Work meeting and positive practice and areas for development will be actioned with all stakeholders.</p> <p>Essex County Council will recruit additional library staff to ensure that it has adequate staffing to remain open for prisoner access and related reading activities.</p> <p>A Shannon Trust facilitator has been appointed and will lead on recruiting Shannon Trust peer-mentors and learners to engage in their reading programme.</p> <p>The Industries Manager (IM) will further increase the provision of trade-based literature in the workshops, shorter articles about the wider world and will lead an industries prisoner reading group for higher level learners.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2024</p> <p>October 2024</p> <p>July 2024</p> <p>September 2024</p>



		Two reading specialists will be appointed through Dynamic Purchasing System (DPS) to increase the access to reading intervention.	Governor	August 2024
13	Prisoners did not always understand the skills they developed through the education, skills and work activities they completed.	Head of Education, Skills & Work and Industries Manager will review the current 'Progress in Work' booklet and develop it to include reflection points for men on key transferable employability skills. Industries Manager (IM) to train the Instructional Officers on verbal questioning techniques to support learner's articulation of their skill development	Governor Governor	September 2024 October 2024
14	The regime did not offer prisoners, particularly those who were unemployed, enough time out of their cells. They were typically unlocked for less than 2.5 hours each day.	HMP Chelmsford has developed a Prison Regime Progression Plan, in line with the National Regime design expectations for closed prisons. This will focus on delivering more time out of cell for prisoners and developing more Tier 2 activities - these are structured enrichment activities that operate alongside traditional activities, which will also afford unemployed men more opportunities to engage in purposeful activity. Delivery and development for time out of cell will be driven via the establishments Purposeful Activity meeting, whereby data will be interrogated and analysed, where success will be measured and any barriers with proposed resolutions will be outlined. Progress against the regime design roadmap will be closely monitored, and activity attendance outcomes will be tracked each day through morning operational meeting. HMP Chelmsford will increase the level of time out of cell for unemployed prisoners through the provision of increased Structured on Wing Activity (SOWA) with a focus on promoting wellbeing and providing opportunities to develop skills such as team building. Expansion of wing regimes incorporating additional daily exercise sessions will provide men opportunity for additional time out of cell.	Governor Governor Governor	September 2024 September 2024 November 2024
15	There were weaknesses in public protection arrangements. The interdepartmental risk management meeting did not consider the risk management of all the prisoners that it needed to,	Improvements in Public Protection had been identified and consequently Heads of Offender Management Delivery (HOMD) and Head of Offender Management Services (HOMS) are reviewing the public protection processes to reflect the issues highlighted in the feedback from the Inspectors to ensure that the changes are effectively implemented.	Governor	February 2025



and telephone monitoring was not adequately resourced.	To ensure effective implementation and sustained improvement in public protection, an additional Band 3 Business Administrator will be recruited. A Band 4 Prison Offender Manager (POM) will be linked to the Public Protection team, who will focus on improving and strengthening the Interdepartmental Risk Management Team (IRMT) and completing applications for the Authorisation of Monitoring of Communications and MAPPA F submissions for our unsentenced population.	Governor	February 2025
	To strengthen management oversight, the telephone monitoring process and staff will be managed by the Offender Management Unit (OMU) functional heads. This will streamline the process and provide clear ownership and accountability, whilst ensuring this work is prioritised.	Governor	February 2025
	The Terms of Reference for the IRMT meeting is under review to ensure that all relevant cases are referred and managed effectively, and to integrate the participation and contribution of other departments.	Governor	February 2025
	The quarterly meetings of the Public Protection Steering Group, chaired by the Deputy Governor, will provide oversight for all aspects of public protection within the prison. This senior level oversight ensures the implementation of the prison's public protection responsibilities and monitors the progress and integration of the changes described in the preceding actions.	Governor	February 2025

