



HM Prison &
Probation Service

Action Plan: HMP Guys Marsh

Action Plan Submitted: 13th May 2025

A Response to the HMIP Inspection: 6th to 16th January 2025

Report Published: 15th April 2025

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 GUYS MARSH

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Weakness in the quality of leadership in some key areas was a major obstacle to making the improvements needed. Many managers, at all levels, were inexperienced, and a few lacked the skills required to engage and lead staff.	<p>Since the inspection, we have implemented a rolling programme of training afternoons, delivered every two weeks to ensure staff have the opportunities to develop their skills in key areas including safety, security and culture.</p> <p>HMP Guys Marsh will further improve the quality of leadership and upskill managers by:</p> <ul style="list-style-type: none"> Becoming an early adopter site for Enable which is a programme of work focused on transforming prisons through new workforce approaches. Through this programme, which will commence in June 2025, we will deliver coaching and training to build competence and capability across the staff group, including first line managers. Continuing to deliver coaching and training to first line managers through the HRPM (Human Resources Performance Manager) which will build competence and capability in performance management processes. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>June 2026</p> <p>October 2025</p>



		<ul style="list-style-type: none"> Utilising support from the Standards and Coaching Team to build capability and confidence in our staff group, including first line managers, by delivering targeted development sessions based on results from the C&C Toolkit (Confidence and Competence). Introducing a quality assurance framework to structure support and address shortfalls. This will be monitored via the monthly Performance Improvement Board to ensure that local assurance processes are embedded. Continuing to hold Quarterly Performance Reviews with all first line managers and Heads of Function to monitor performance of staff. Managers will be offered support to address any areas of concern within their staffing group. Identifying and delivering HR leadership sessions to the first line managers and senior leadership team. 	Governor	August 2025
			Governor	August 2025
			Governor	October 2025
			Governor	November 2025
2	<p>High levels of staff absence made it impossible for the prison to deliver a full regime. Less than 60% of operational staff were available to be deployed to their duties.</p>	<p>HMP Guys Marsh will reduce the levels of staff absence and improve operational staff availability by:</p> <ul style="list-style-type: none"> Continuing to strengthen our attendance management processes through our weekly meetings. We will support managers through the attendance management process, signposting to appropriate actions, and hold first line managers to account with their attendance management. Working with HR colleagues to ensure that our pipeline for prison officers is healthy and that we remain at target staffing. 	Governor	July 2025
			Governor	June 2025



		<ul style="list-style-type: none"> Continuing to deliver coaching and training to first line managers through the HRP (Human Resources Performance Manager) which will build competence and capability in attendance management processes. Investing Enable funding into our staff areas to ensure that they are clean, decent, and fit for purpose. A café is being introduced which will offer staff a space for respite during breaks and will also create new jobs for prisoners. 	Governor	October 2025
			Governor	December 2025
3	Rates of violence were high and rising, and the widespread availability of illicit drugs presented an ongoing threat to stability and safety	<p>HMP Guys Marsh will reduce the levels violence and combat the availability of illicit drugs to provide a safer and more stable prison by:</p> <ul style="list-style-type: none"> The appointment of a dedicated Violence Reduction Custodial Manager (VRCM) who will deliver training to all staff to improve confidence with the Challenge, Support and Intervention Plan (CSIP) process. This will primarily focus on when and how to submit a CSIP referral. The introduction of one-to-one supervision to be undertaken by the VRCM with CSIP Case Managers, to take place once every two months. Ensuring CSIP investigations are screened and allocated within 72hrs of a referral being submitted. This will be monitored by the Safety Analyst and discussed during the monthly Safety Meeting to ensure timescales are being adhered to. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2025</p> <p>July 2025</p> <p>July 2025</p>



		<ul style="list-style-type: none"> Ensuring all prisoners supported by CSIP are discussed at the weekly SIM (Safety Intervention Meeting) where multi-disciplinary actions will be generated providing appropriate support and targets. 	Governor	July 2025
		<ul style="list-style-type: none"> Re-introducing CSIP Quality Assurance (QA) which will be completed by residential custodial managers, with support from the Safety Team. Findings will be shared with the relevant staff to ensure understanding and continuous learning to improve the quality. 	Governor	June 2025
		<ul style="list-style-type: none"> Recruiting a Drug Strategy Analyst who will support effective collation and analysis of data, which will be used to identify emerging trends This information will be discussed in the monthly Drug Strategy meeting and will inform the Drug Strategy and Strategic Action Plan. 	Governor	August 2025
		<ul style="list-style-type: none"> Reviewing the current Drug Strategy and aligning it with the National Drug and Alcohol Operational Framework. We will ensure there is tripartite attendance (Head of Security, Head of Drug Strategy and Head of Safety) at the monthly Drug Strategy meeting. 	Governor	August 2025
		<ul style="list-style-type: none"> Ensuring that Mandatory Drug Testing is reintroduced at the earliest opportunity once staff have received the appropriate training. 	Governor	July 2025
		<ul style="list-style-type: none"> Expanding Compact Based Drug Testing for prisoners to demonstrate desistance from illicit substance use. Data will 	Governor	August 2025



		<p>be monitored via the monthly Drug Strategy meeting to identify trends and ensure that it is effective.</p> <ul style="list-style-type: none"> • The delivery of additional training and awareness sessions by Change Grow Live (CGL) substance misuse team for Prison Officers, Supervising Officers and Custodial Managers on recognising signs of drug use and addiction, and actions to take when identified. • Introducing Drug Strategy Mentors (First Contact Peer Mentors) who will deliver peer led support for prisoners repeatedly struggling with substance misuse. • Fitting new secure windows to all main residential units to reduce the ability to convey illicit substances both into and around the establishment. • Tailoring our supply reduction measures through emerging trends identified at the monthly Local Threat Assessment and Security meetings. We will also conduct irregular staff searches each quarter and facilitate covert testing of practices and procedures as per the local security strategy. • Improving the monthly adjudication QA. 10% QA will be undertaken by both the Governor and the Deputy Governor and feedback will be shared with all adjudicating governors • Expanding the regime offer to provide more purposeful activity and non-accredited programmes spaces to support employment and education to support prisoner engagement to reduce the levels of violence. This has included evening 	<p>Governor / Oxleas</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>June 2025</p> <p>August 2025</p> <p>October 2025</p> <p>June 2025</p> <p>August 2025</p>
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		association for prisoners on the enhanced regime and increased time out of cell during the weekends.		
4	The rate of self-harm was very high and exceeded that of all other category C prisons. The prevalence of drugs, violence and debt, and mostly ineffective relationships with staff, left some prisoners feeling hopeless and unmotivated.	<p>Self-Harm will be reduced and prisoner-staff relationships improved by:</p> <ul style="list-style-type: none"> • Reviewing the Safety Strategy which will be informed by responses to surveys, forums and local data analysis, including drivers of debt, violence and self-harm. • Ensuring all serious self-harm and near misses are investigated within 72-hours by the Safety Team. These will be quality assured by the Head of Safety. Any identified areas of good practice and learning points will be discussed at the monthly Safer Custody meeting. • Allocating all prisoners a named Key Worker and re-establishing weekly key work sessions for the priority group, including those who are at risk of self-harm and suicide. • Ensuring Key Work Quality Assurance (QA) continues to take place monthly by Residential Custodial Managers (CMs) and the Head of Offender Management Services (HOMS) with feedback being provided to the Key Workers to improve quality. The QA will also be discussed at the monthly Performance Improvement Board. • Increasing the number of Listeners (to a minimum of 8 at all times). 	<p>Governor / Group Safety Team</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2025</p> <p>June 2025</p> <p>June 2025</p> <p>August 2025</p> <p>July 2025</p>



		<ul style="list-style-type: none"> Implementing a Debt Management Strategy to provide support for those experiencing debt during their time in custody. This will be informed by local data analysis and prisoner voice to target the drivers of debt. Ensuring all Assessment, Care in Custody and Teamwork (ACCT) Case Managers have received upskill training through the national training provider. Expanding the ACCT QA using the national model, this will be undertaken by all operational and non-operational managers with support from the Safety Team. All feedback will be provided to relevant staff and findings will be reviewed in the Safer Custody Meeting to ensure that trends are identified and appropriate actions set. Working with the Prison Advice and Care Trust (PACT) to support prisoners in rebuilding family ties. We will ensure that PACT attend the monthly Safer Custody Meeting and weekly Safety Intervention Meeting so they can input into discussions and actions regarding Families and Significant Others (FASO) support. 	Governor	July 2025
			Governor	September 2025
			Governor	August 2025
			Governor	August 2025
5	Living conditions were poor. Prisoners endured power outages, water entry into cells, and black mould on ceilings and walls. Not all areas were sufficiently heated, and too many showers were out of use. Standards of cleanliness and decency were not upheld.	<p>To improve living conditions HMP Guys Marsh will:</p> <ul style="list-style-type: none"> Introduce a revised Decency Strategy and associated action plan to improve living conditions. This will be led by the Head of Residence with monitoring through the monthly Performance Improvement Board. Improve scrutiny of the monthly Tri-Partite Meeting with increased accountability of Gov Facility Services Limited 	Governor	September 2025
			Governor	June 2025



		<p>(GFSL) to ensure they are addressing all identified concerns.</p> <ul style="list-style-type: none"> • Ensure weekly QA of living areas continues to take place which will be completed by Residential Custodial Managers and Supervising Officers. Findings are recorded on the residential decency spreadsheet which is reviewed by the Head of Residence. • The Governor and Deputy Governor currently undertake assurance activity by each dip sampling 10% per month of the quality assurance of living areas and their findings are shared with the Residential Custodial Manager for action and onward learning. • Recruit a further 1.5 Instructional Officers with industrial cleaning specialism. • Deliver training to all orderlies and those employed as cleaners in the use of mechanical industrial cleaning equipment. • Ensure Residential Custodial Managers maintain oversight of the completion of cleaning schedules and painting programmes by conducting weekly assurance checks. Findings will be reported to the Head of Residence, with action being taken for any deficiencies identified, this will be recorded in the management check section of the residential daily diary. 	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>August 2025</p> <p>Completed</p> <p>June 2025</p>
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		<ul style="list-style-type: none"> Reintroduce 100% pre and post occupancy checks, with 10% quality assurance from Residential Custodial Managers and Senior Leadership Team. 	Governor	October 2025
6	<p>Leaders had not allocated sufficient prison resources to make sure there was good patient care and safety. This included a shortfall in the number of officers needed to escort prisoners to hospital appointments, and ineffective supervision of medicine queues.</p>	<p>Since the inspection the prison healthcare provider, Oxleas has recruited staff and there are currently no remaining vacancies. In addition, local x-ray facilities are now utilised which reduces travel times and waiting lists.</p> <p>Further measures will be introduced to improve patient care and safety including:</p> <ul style="list-style-type: none"> Additional training and awareness sessions for Prison Officers and Supervising Officers regarding the supervision of healthcare and medication will be regularly scheduled, this will commence in June 2025. The Orderly Officer and Assist Orderly Officer will ensure medication queues are appropriately supervised by detailed staff during medication dispensing times. The monthly Local Delivery Quality Board (LDQB) will act as the forum to monitor the deployment of hospital escorts to ensure it meets the need. 	<p>Governor / Oxleas</p> <p>Governor / Oxleas</p> <p>Governor / Oxleas</p> <p>Governor / Oxleas</p>	<p>Completed</p> <p>August 2025</p> <p>June 2025</p> <p>June 2025</p>
7	<p>Leaders had not provided enough places in English and mathematics to meet the learning needs of the prison population, and outreach sessions in these subjects were not used effectively.</p>	<p>Leaders and Managers within Education, Skills and Work will ensure that the greatest level of need is prioritised for English and Mathematics by:</p>		



		<ul style="list-style-type: none"> Implementing a roll on, roll off programme for English and Mathematics to support additional learners and ensuring that the waiting lists are appropriately managed. Ensuring the 2025/26 Annual Delivery Plan supports the needs of all prisoners in Education, Skills and Work. This will be informed by a local needs analysis. Maximising the use of outreach programmes to include all workshops and isolating individuals. Introducing induction tours and taster sessions which will be offered to all new receptions, to increase interest and enrolment. This will form part of the roll on roll off induction programme and will be evidenced on DPS (Digital Prison Service). 	Governor	June 2025
			Governor	June 2025
			Governor	August 2025
			Governor	August 2025
8	Leaders had not ensured a high attendance at all education, skills and work sessions, and too many prisoners were unemployed.	<p>Leaders at HMP Guys Marsh will improve unemployment rates and attendance at education, skills and work sessions by:</p> <ul style="list-style-type: none"> Improving the allocations to education, skills and work to ensure that all available purposeful activity spaces are utilised. Ensuring the Activities Team review Digital Prison Service (DPS) daily to ensure that attendance of all prisoners has been correctly recorded. They will hold departments and staff accountable for inputting DPS appointments. Assurance will be provided at the monthly Performance Improvement Board. 	Governor	August 2025
			Governor	July 2025



		<ul style="list-style-type: none"> Delivering activities drop-in sessions on residential units to engage and support disengaged or unemployed prisoners. Employing two Education Peer Mentors to floor walk daily, highlighting current vacancies and provide peer led support through the application process. Utilising learner voice through forums, surveys, and the prisoner council to understand reasons for non-attendance. This will then be discussed at the monthly Activities, Change and Engagement Meeting (ACE). 	Governor	September 2025
			Governor	July 2025
			Governor	September 2025
	Key concerns			
9	<p>Work to support prisoners in their early days in custody was not sufficiently focused on their welfare. First night cells were dirty and not equipped with basic amenities. New arrivals were not always provided with food or a free phone call, and they spent too much time locked up with little to occupy them.</p>	<p>HMP Guys Marsh will improve provision for those in their early days in custody by:</p> <ul style="list-style-type: none"> Ensuring all first night cells are subject to decency checks by Induction Officers as per the Decency Strategy. These checks will then be subject to further 25% quality assurance by the Residential Custodial Manager or Supervising Officer to ensure that they are clean, decent and appropriately equipped. This will be discussed at the monthly Performance Improvement Board. Reintroducing 100% pre and post occupancy checks. The Residential Custodial Manager will carry out weekly quality assurance to ensure that all checks have been completed, this will be provided to the monthly Performance Improvement Board. 	Governor	August 2025
			Governor	October 2025



		<ul style="list-style-type: none"> Ensuring that all first night receptions have the opportunity to make a free telephone call on the day of arrival to Guys Marsh and they all receive a hot meal. Embedding a new rolling induction programme to reduce time spent in cells without an activity. This will ensure that prisoners can start their induction in a timely manner regardless of the day they arrive at Guys Marsh and will reduce the amount of time that prisoners are locked up with little to occupy them. 	Governor	June 2025
			Governor	August 2025
10	<p>Use of force had more than doubled and was the highest among similar prisons.</p> <p>Around a third of prison officers were out of date in their control and restraint training, staff did not consistently switch on their body-worn video cameras, and some staff were too quick to use force to resolve incidents.</p>	<p>HMP Guys Marsh will reduce the use of force and promote the use of body worn video cameras and conflict resolution by:</p> <ul style="list-style-type: none"> Focusing on delivery of the safety critical training plan to ensure staff are refreshed and in-date in use of force training. Ensuring our Use of Force Instructors utilise scenario-based training to promote the use of body worn video cameras and promote the use of five-minute interventions. Delivering the core capability packages provided by Enable to enhance staff awareness of five-minute intervention, conflict resolution and body worn video camera use. Continuing to deliver a weekly Use of Force (UoF) Quality Assurance Meeting, whereby all incidents will be scrutinised to identify trends and good practice. This will now be chaired by the Deputy Governor/Governor, and an action log will be implemented to ensure we track progress. 	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>June 2025</p> <p>September 2025</p> <p>June 2025</p>



		<ul style="list-style-type: none"> Ensuring all prisoners are offered a debrief following a UoF incident. Debriefs will be reviewed at the weekly UoF Quality Assurance Meeting and all good practice and learning will be shared with individual staff. 	Governor	September 2025
11	<p>The applications and complaints systems did not provide prisoners with a legitimate or reliable way to make requests or raise concerns. The application process was cumbersome, and responses were not tracked. There was no oversight of the complaints system.</p>	<p>HMP Guys Marsh will improve the applications and complaints systems and improve outcomes for prisoners by:</p> <ul style="list-style-type: none"> Reinstating the national application process with application logs on each residential unit to ensure that responses are tracked. All staff will receive upskilling on the application process to ensure that they understand the process, this will be monitored through the training committee meeting and records will be maintained. Ensuring Residential Custodial Managers and Supervising Officers complete 10% quality assurance dip-tests each month on applications, evidence will be provided to the monthly Performance Improvement Board and the monthly Governance and Performance Meeting. Recruiting a dedicated Complaints Clerk who will have responsibility for the oversight of the complaints system. They will collate complaints data for analysis, and the Business Hub Manager will complete quality assurance on 10% of all responses to ensure that responses are procedurally just. Assurance will be provided to the monthly Performance Improvement Board and the monthly Governance and Performance Meeting. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>August 2025</p> <p>August 2025</p>



12	<p>The needs of prisoners in some protected groups were not met. Consultation did not take place regularly to understand their needs. A number of groups were disproportionately represented in areas of discipline. There was no effective strategy to ensure fair treatment and inclusion.</p>	<p>HMP Guys Marsh will implement the following measures to ensure the needs of prisoners in protected characteristic groups are met by:</p> <ul style="list-style-type: none"> • Implementing the revised Diversity and Inclusion Strategy following sign off by the Governor. • The identification of leads and deputies for each of the protected characteristics who will be responsible for holding quarterly prisoner forums and awareness events. These forums will be minuted and discussed at the Diversity & Inclusion Action Team Meeting (DIAT). • Appointing an Equalities Officer to raise awareness and celebrate diversity in line with the HMPPS Equalities Calendar. • Ensuring that any concerns raised via Discrimination Incident Reporting Forms (DIRFs) are investigated within set timescales and 10% of all responses are quality checked by the Governor or Deputy Governor. Where a trend is identified we will carry out further analysis and address accordingly. 	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2025</p> <p>August 2025</p> <p>Completed</p> <p>September 2025</p>
13	<p>Leaders had not ensured that instructors identified or monitored the progress that prisoners made in industries well enough, and target-setting was not effective. Only two-thirds of instructors were qualified, and continuing professional development did not</p>	<p>To aid instructors' development and improve target setting and the identification and monitoring of progress that prisoners make in industries, HMP Guys Marsh will:</p> <ul style="list-style-type: none"> • Recruit a Head of Education, Skills and Work who will be required to engage in continuous professional development to ensure they have the skills to drive the quality of education, skills and work. 	<p>Governor</p>	<p>September 2025</p>



	help them acquire the skills they needed to improve.	<ul style="list-style-type: none"> Recruit a Learning and Skills Manager who will be required to engage in continuous professional development to ensure they have the skills to manage and maintain oversight of the education contract and ensure the provider is adhering to the contract. Ensure all instructors attend continuous professional development events to complete role training and improve their understanding of local strategies and competence in supporting prisoners. Deliver training by the Prison Industries Team to all industries staff to support implementation of the Progress in Work document to improve target setting and tracking of progress. Recruit additional Shannon Trust Peer Mentors who will support industries instructors and provide peer led tutoring for prisoners requiring reading assistance. 	Governor	September 2025
			Governor	August 2025
			Governor	September 2025
			Governor	July 2025
14	There was no effective oversight of the prisoner reading strategy. Leaders had not reviewed or updated the strategy or made sure that reading was promoted consistently across all areas of the prison.	<p>To promote reading across the prison HMP Guys Marsh will:</p> <ul style="list-style-type: none"> Conduct a review of the Reading Strategy and ensure that it is published to all staff and prisoners, it will be promoted in all residential and education and work areas. The implementation plan will be discussed at the monthly Quality Improvement Group (QIG) meeting which is chaired by the Head of Education, Skills and Work and attended by the Governor. 	Governor	August 2025



		<ul style="list-style-type: none"> • Introduce reading areas to all residential units and industry workshops, providing soft furnishings, books and a dedicated reading area. • Identify operational reading champions to support the Head of Education, Skills and Work to promote delivery of the Reading Strategy. • Promote 'Story Book Dads' through the prisoner induction and through the library. Engagement will be monitored and reported monthly via the Education Provider Meeting (EPM). • Deliver reading intervention via the Education Provider to low-level readers, identified through reading screening. The impact of the intervention will be monitored and reviewed through the monthly EPM. 	Governor	October 2025
			Governor	September 2025
			Governor	September 2025
			Governor	December 2025
15	<p>Not enough was done to support prisoners to progress in their sentence. Too many men were unemployed and unable to develop their knowledge and skills, and there was not enough structured offending behaviour work to help them reduce their risk.</p>	<p>To support prisoners to progress in their sentence at HMP Guys Marsh we will:</p> <ul style="list-style-type: none"> • Utilise the 2024/25 Needs Analysis to inform the Annual Delivery Plan (ADP) with a focus on construction and skills and through the gate support. • Submit a business case to increase our programmes delivery model, to meet the needs of our community. • Schedule training for Prison Offender Managers (POMs) to increase capability and confidence in identifying suitable programmes and making relevant referrals. 	Governor	July 2025
			Governor	August 2025
			Governor	June 2025



		<ul style="list-style-type: none"> • Deliver Building Choices, a new generation offending behaviour programme, allowing delivery to be more responsive to the needs of our population. 	Governor	October 2025
		<ul style="list-style-type: none"> • Refer prisoners to appropriate programmes at the earliest opportunity utilising the 'Programmes Needs Identifier' model and risk and needs assessments. 	Governor	August 2025
		<ul style="list-style-type: none"> • Introduce quarterly progression panels for Imprisonment for Public Protection (IPP) and Life Sentence prisoners to ensure they are appropriately supported. 	Governor	August 2025
		<ul style="list-style-type: none"> • Ensure all prisoners have a Careers, Information, Advice and Guidance (CIAG) session within 10 days of reception. Every prisoner will have a personalised Learning and Work Progress Record outlining their individualised targets to support them in developing their knowledge and skills through their sentence. Targets will be aligned to the prisoners identified pathway, and scheduled reviews will take place. The CIAG contract will be closely monitored through monthly governance meetings. 	Governor	September 2025

