

**ACTION PLAN: HMCIP REPORT**

**ESTABLISHMENT: HMP COLDINGLEY**

<b>TIMETABLE</b>	<b>DATE</b>	<b>STATUS OF THIS RETURN</b>
Full Announced inspection	20 February – 3 March 2017	
Report published	5 July 2017	
Action Plan Submitted	4 October 2017	Attached

## ACTION PLAN - HMCIP REPORT

ESTABLISHMENT: COLDINGLEY

POSITION AS AT: 4 OCTOBER 2017

1. Rec. no	2 Recommendation	3. Accepted/ Rejected/ Partially Accepted / Accepted / Subject to Resources	4. Response Action Taken/Planned	5. Function Responsible/ Policy Lead	6. Target Date	7. 1 <sup>st</sup> Quarterly Managem ent Check (OSAG)	8. 2 <sup>nd</sup> Quarterly Managem ent Check (OSAG)
	<b>Main recommendations To the governor</b>						
5.1	The prison should introduce a more strategic response to the problems of illegal drug supply and use and associated debt, bullying and violence. (S39)	Accepted	<p>The Prison has invested in additional human resources such as officers, a Drug Strategy Coordinator and additional Custodial Managers. Physical resources have been invested in, such as Body Worn Video Cameras, additional CCTV, and staff training (Five Minute Intervention). This will be drawn together into an overarching Violence Reduction Strategy.</p> <p>HM Prison and Probation Service (HMPPS) is committed to making prisons safer. There is a wide-ranging joint Ministry of Justice (MoJ) and HMPPS Safety Programme that is co-ordinating the activity to address the issues of violence, self-harm and self-inflicted deaths.</p> <p>HMPPS is taking urgent action to improve prison safety and security, alongside reforms to overhaul the system to focus on the rehabilitation of offenders. HMPPS is tackling the supply and demand of drugs, drones and phones which drive prison violence and undermine safety.</p> <p>The new ways of working are being introduced in prisons to give staff more time to directly supervise offenders. This one-to-one support from a Key Worker as part of the new Offender Management Model (OMM) in custody is intended to deliver transformational benefits needed to improve regimes and staff-prisoner relationships.</p> <p>Locally at HMP Coldingley the strategic response to drug supply and use, is the submission for further funding to request additional netting to cover an area which has been identified as being vulnerable to items being thrown over the fence.</p>	Head of Security	January 2018		

			<p>The re-deployment of additional staff has been agreed, including four Prison Officers (band 3) and one Operational Support Grade (OSG) (Band 2) to work as a dedicated Security Group and to work on the detection of drugs and suspicion testing. They will also be using the ION tracker on incoming mail, which detects contact with illicit drugs.</p> <p>When the refurbishment of A wing has been completed a dedicated substance misuse support landing will be opened. This will be overseen by the Drug Strategy Coordinator.</p>				
5.2	<p>The prison should ensure the needs of men with protected characteristics are understood and identify any concerns they have about fair and equitable treatment; where possible these needs should be met and concerns addressed. (S41)</p>	Accepted	<p>The Senior Leader Team members and Custodial Managers have been appointed as leads for Protected Characteristics to encourage and promote the importance of ensuring fair and equitable treatment for all. They will monitor the protected characteristics through focus groups and discuss in the Equalities meeting formulating an establishment Equalities Action Plan.</p>	Head of Equalities	November 2017		
	<b>Main recommendation To HM Prison and Probation Service</b>						
5.3	<p>The refurbishment of wings A to D and F should be comprehensive and include recess areas, windows and the kitchen. The night time sanitation should work properly and, long term, it should be replaced as a matter of priority. (S40)</p>	Partially Accepted	<p>The prison is unable to change the night sanitation system at this time, HMP Coldingley is currently undergoing a refurbishment programme of Wings A to D in order to improve the condition, cleanliness and facilities on every wing. This project includes replacing the heating and ventilation within A to D and F Wings. This refurbishment will also include the showers and recess areas.</p> <p>A works contract has been awarded for a heating and ventilation replacement project, but the work on B and D wings is currently on hold pending release of cells for decanting, due to population pressures. This will delay any further refurbishment.</p> <p>HMPPS have submitted an Estate investment Proposal which if approved will address the lack of in cell sanitation.</p> <p>The establishment existing painting programme was also reviewed and adjusted to incorporate A Wing whilst closed, further decorations (F wing) are being undertaken utilising Prisoner labour.</p>	Ministry of Justice Estates Directorate / National Service Management Team / Governor	October 2018		
	<b>Recommendations</b>						

	<b>Bullying and violence reduction</b>						
5.4	The prison should implement an effective strategy to reduce violence. (1.13)	Accepted	<p>Work is ongoing to implement a Violence Reduction Strategy with a target completion date on October 2017</p> <p>The funding has recently been agreed for a Restorative Justice provision to be introduced, to tackle violence and the escalation of disputes. The implementation of this service will be managed through the Safer Custody Team. It is noted that this is linked to the need to reduce drug availability and debt management. (Recommendation 5.1)</p> <p>Restorative Justice facilitators will work with prisoners and staff to mediate post violent incident for resolution as well as any identified historic gang related or conflict issues between prisoners.</p>	Head of Safety	October 2017		
5.5	A range of interventions should be used to challenge and manage perpetrators of violence and to support victims of violence. (1.14)	Accepted subject to resources	<p>Nationally all prisons should have support in place for prisoners who have been victims of violence. There should be a local Violence Reduction strategy in place, which includes support.</p> <p>HMPPS has a Zero Tolerance approach to violence. Violence in prison is a crime, and anyone who commits an act of violence can expect to have action taken against them, which may include a loss of privileges or additional days in prison, awarded through internal disciplinary procedures or referral to the police.</p> <p>HMPPS is taking immediate action to strengthen the frontline by recruiting 2,500 more Prison Officers, which will help to deal with emerging threats and to improve safety. The increase in staff will provide the capacity for Prison Officers to play a dedicated officer role and build constructive relationships with prisoners, and ultimately reduce levels of violence.</p> <p>HMPPS has rolled out over 5,500 body-worn cameras across the prison estate, alongside training for staff on how to improve their interactions with prisoners which will contribute to making prisons safe and effective.</p> <p>As part of the safety programme a simple case management system is being developed to manage violent prisoners, along with interventions to help prisons manage violent prisoners.</p> <p>The perpetrator plans have been implemented to work alongside support plans which will monitor behaviour and inform identified Other Business (OB) work.</p>	Head of Safety	January 2018		

			Further intervention for Restorative Justice as explained above (Recommendation 5.4).				
	<b>Self-harm and suicide</b>						
5.6	Quality assurance for ACCT documents should ensure plans are effective and interactions appropriate. (1.21)	Accepted	<p>The dedicated Safer Custody Team undertake management checks with the Senior Management Team, completing weekly Quality Assurance checks.</p> <p>Suicide and Self Harm (SASH) training is planned to be carried out for all staff during 2017.</p> <p>All prisoners who are identified as being at risk of suicide or self-harm will be supported through the use of the Assessment, Care in Custody and teamwork (ACCT) procedures. The new training rolled out across the estate will help staff identify risks and triggers of suicide and self-harm and understand what they can do to support prisoners at risk.</p> <p>The ACCT documentation is being revised to be user friendly and to focus more on the setting and carrying out of actions to support prison.</p> <p>To also make clearer the inherent flexibility of the ACCT process to be adapted for different prisoners' needs. To ensure ACCT documents are of a good standard quality assurance Checks are completed daily by the Orderly Officer and weekly by the Duty Manager. Any ACCT reviews for prisoners on the Care and Separation Unit (CSU) or on the Complex Case list are chaired by the CSU Manager (Band 7).</p>	Head of Safety	Completed and Ongoing		
	<b>Safeguarding</b>						
5.7	The prison should ensure that effective links are established with the Surrey adult safeguarding board and that staff are aware of their adult safeguarding responsibilities. (1.23)	Accepted	A Social Care Policy was agreed and signed in May 2017 between HMP Coldingley and Surrey County Council together with Surrey and Borders NHS Partnership Foundation Trust. Awareness training for staff has been planned and will be delivered by the Social Care Lead in conjunction with the Head of the Offender Management Unit (OMU)	Head of Safety	January 2018		
	<b>Discipline</b>						
5.8	Managers should routinely analyse use of force data and review incidents to monitor trends, identify good practice and learn lessons. (1.33)	Accepted	<p>The review of Use of Force has been added to the Security Meeting. Any serious assaults, baton use, planned interventions or multi-perpetrator incidents are reviewed by the committee.</p> <p>The Use of Force data is now reviewed in the recently re-introduced</p>	Deputy Governor	Completed and Ongoing		

			<p>Segregation Monitoring And Review Group (SMARG) meeting.</p> <p>The review of Use of Force data and serious incidents has recently been introduced in these forums. This data will be reviewed quarterly for any specific trends.</p>				
5.9	Care plans should be raised for all prisoners relocating to the segregation unit for their own protection, with an emphasis on reintegrating them to mainstream location. (1.38, repeated recommendation 1.68)	Accepted	The Safer Custody Lead will interview all residents who are relocating for their own protection. This is to obtain a full understanding of their issues and concerns, in order to agree a care plan specific to their needs, so that appropriate resources and support services can be provided and a reintegration to normal location if appropriate.	Head of Safety	October 2017		
5.10	All prisoners in the segregation unit should receive at least one hour in the open air every day. (1.39, repeated recommendation 1.69)	Rejected	<p>This is not the National Standard and the Care and Separation Unit has many residents which makes the recommendation unachievable on a consistent basis.</p> <p>The segregation PSO (1700) does not state a time period regarding exercise. The policy makes is clear that the regime for segregated prisoners and access to activities, including exercise, should be comparable to those of a prisoner on normal location. Therefore the minimum daily exercise in the open air requirement for prisoners on normal location, equally applies to those who have been segregated which is 30 minutes.</p> <p>The PSI 75/2011, Residential Services sets out that prisoners are afforded a minimum of 30 minutes in the open air daily, as defined in the service level agreement / contract. This provision is mandatory subject to weather conditions and the need to maintain good order and discipline.</p>	Head of Safety			
	<b>Residential units</b>						
5.11	The cleanliness and day-to-day maintenance of wings A to D should be improved to ensure the men live in as decent conditions as possible. (2.8)	Accepted	The current refurbishment of all wings will address some of these issues. Additionally, new cleaning schedules have been written and introduced across all wings and a system for the deployment of prisoners on cleaning parties is being considered.	Head of Residence	December 2017		
	<b>Equality and diversity</b>						
5.12	Equalities monitoring should be robust, consistent and used to determine trends over time. (2.17)	Accepted	A review of the terms of reference for the aims and purpose of the Equalities Action Team has been completed. The recommendations of this HMIP report have been added to the Establishment's Equalities Action Plan to ensure that there is Senior Management oversight of	Deputy Governor	Completed		

			<p>progress in this area.</p> <p>The trends are monitored in the monthly Equality Action Team (EAT) Prisoner Meeting. Equalities Monitoring has also been added to the agenda for all functional meetings to ensure a measured and comprehensive response to issues identified.</p>				
5.13	Responses to DIRFs should be timely, detailed and demonstrate that a thorough investigation had taken place. (2.18)	Accepted	<p>A new Discrimination Incident Reporting Form (DIRF) process has been agreed and introduced. This now meets national guidelines for response times and quality assurance.</p> <p>The application and investigation of DIRFS and equality complaints in general are being looked at as part of an overarching Equality Strategy to be published later in the year.</p>	Head of Equalities	Completed and Ongoing		
5.14	Wing staff should be familiar with the needs of prisoners who have a PEEP. (2.25)	Accepted	<p>All Personal Emergency Evacuation Plans (PEEPs) are displayed on the wing and updated by the Equalities department. The Residential Governor will provide awareness training.</p> <p>Assessment, Care in Custody &amp; Teamwork (ACCT) documents and PEEPs will form part of the wing briefings to staff.</p>	Head of Residence	October 2017		
	<b>Legal rights</b>						
5.15	Legal visits should be private. (2.34)	Partially accepted	<p>There is currently no separate legal visits room and no obvious space to provide it within the visits area however, the new Head of Operations will review the current space to consider whether an alternative provision can be made. Currently the prisoners are seated as sympathetically as possible to try to ensure sufficient space between tables during Legal Visits. Additionally a bid has been submitted for screen dividers to be put up during legal visits.</p>	Head of Operations	December 2017		
	<b>Health services</b>						
5.16	All custody staff should receive regular basic life support (BLS) training as part of their mandatory training programme and AEDs should be located on all wings. (2.46)	Accepted	<p>Five Automated External Defibrillators (AEDs) are located in areas around the prison, Healthcare also have two of their own. The gym staff ran a training session of basic life support (BLS) to staff, with Healthcare staff assisting training on the emergency codes.</p> <p>All Prison officer entry level training (POELTs) now receive this as part of initial training.</p> <p>Basic Life Support (BLS) training will be written in to the establishment training plan.</p>	Head of Business Assurance	October 2017		
5.17	Prisoners should be able to complain about health services through a well-publicised, confidential	Accepted	<p>Central and North West London (CNWL) NHS Foundation Trust Healthcare will provide all prisoners with a "How to raise a complaint/concern" leaflet.</p>	Central and North West London (CNWL) Head	October 2017		

	system; responses should address the issues raised in full and prisoners should receive information on how to escalate their complaint if they are dissatisfied with the response. (2.47)		<p>CNWL will ensure that there are Complaints Posters prominently displayed in all healthcare areas and on each wing.</p> <p>Through User Voice, CNWL will ensure the complaint procedure is made available.</p> <p>CNWL has a robust complaint policy which will be shared with the prison and includes an appeal and escalation process.</p> <p>The Patient Advice and Liaison service (PALs) is an NHS run scheme which is available within the community and the prison setting, there is also a PALs representative based in Healthcare and there is a PALs Orderly. NHS England complaint service is also available within the prison setting, information of both can be found on the wings and in the healthcare department.</p>	of HealthCare / Healthcare Provider / Head of Drug Strategy and Healthcare			
<b>5.18</b>	An adequate range of PGDs should be available so minor ailments can be treated without a prescription. (2.58)	Accepted	<p>CNWL Lead Nurse for Offender Care will review all current Patient Group Directions (PDGs) with Head of Healthcare, which will include treatment of minor ailments.</p> <p>CNWL Lead Nurse following review will ensure there is a training package available to all nursing staff and ensure are (PGDS) required are embedded in the service. The newly implemented PGDs will be shared at the prison Quality Board</p> <p>HMP Coldingley Healthcare have a wide range of over the counter medication which can be given without the need for a prescription. There are several PGDs used within the healthcare department. A private purchase scheme is offered, where various items can be obtained.</p>	<p>CNWL Lead Nurse / Head of Healthcare / Healthcare provider</p> <p>Head of Drug Strategy and Healthcare</p>	Completed and ongoing		
<b>5.19</b>	All prisoners should have timely access to dental services. (2.62, repeated recommendation 2.81)	Accepted	<p>CNWL went live in Healthcare at HMP Coldingley in April 2017, as part of this they are commissioned to deliver dental services to prisoners and a new referral system has been identified. CNWL sub-contract this element of the contract to Tooth and Mouth Dental Services across all Surrey Prisons.</p> <p>The first quarter data shows that since CNWL took over this contract waiting times have greatly reduced and are currently at five weeks for routine appointments and six weeks for follow up appointments. There are 41 patients with a future booked appointment.</p> <p>CNWL will continue to monitor quarterly dental waiting times and ensure this is managed to an acceptable level that reflects waiting times in the community.</p>	<p>CNWL Regional Manager / Head of Healthcare / Head of Drug Strategy and Healthcare</p>	Completed and ongoing		
<b>5.20</b>	The dental environment should comply with infection prevention standards and the	Accepted	<p>CNWL has supplied the prison with an Infection Prevention and Control (IPC) Assessment Report and work in partnership to ensure that compliance is reached and maintained.</p>	<p>Head of Health Care / Prison Governor /</p>	Completed		



	damaged plasterwork in the treatment room should be repaired. (2.63)		The work has been conducted on the dental wall, holes have been filled and area has been covered. This now complies with infection control standards.	Healthcare Provider			
	<b>Catering</b>						
5.21	Prisoners, especially those on longer sentences, should be able to cater for themselves. (2.74)	Rejected	There is no scope for this to be implemented across the prison, however there are microwaves on the Enhanced landing of each residential wing. There is also a kitchen facility on E Wing.  Whilst there are establishments in the High Security Estates who cater for themselves. There is no immediate plan to facilitate prisoners cooking for themselves within the present prison structure.	Public Sector Prison Industries, Catering and Physical Education			
5.22	The kitchen and surrounding areas should be kept clean. (2.75)	Accepted subject to resources	A quote has been obtained to replace the floor in the kitchen and this will significantly improve the cleanliness of the area.  A recent Food Safety Inspection carried out in August 2017 noted improvements in the cleanliness of the kitchen since the last inspection in 2016. A deep clean schedule is in place alongside a daily cleaning rota.	Head of Business Assurance	January 2018		
	<b>Purchases</b>						
5.23	The prison should identify why black and minority ethnic and Muslim prisoners have poorer perceptions of the food and range of products in the shop and address them. (2.77)	Accepted	The User Voice is an independent service provider with work led and delivered by ex-offenders to facilitate dialogue between users and providers of services within the Criminal Justice System. The focus is on Criminal Justice and associated services, including Children's, Social Mental Health, and Alcohol Services and are currently commissioned by the NHS to deliver Health Councils in the Prison estates.  HMP Coldingley currently has a well-established Health Council and the prison is using this platform to address specific issues through User Voice consultations. This includes research and specifically designed focus groups facilitated by a User Voice Representative and a Service User from that group.  The User Voice Service has been requested to explore this point and will conduct a survey of all prisoners for ideas on how to improve the menu cycle. The canteen provision will be on the Prisoner Council agenda to consider whether any changes are required.  The procurement of goods and services should not disadvantage any prisoner with protected characteristics, however this must be done on a reasonable basis.	Head of Residence	October 2017		
	<b>Learning and skills and work activities</b>						

<b>5.24</b>	Senior managers should ensure all prisoners regularly attend planned education activities, particularly English and maths lessons. (3.11)	Accepted	<p>The Regime Managers are in the process of trialling a spreadsheet for use by industries and Wings, which details where every prisoner should be. The education staff are participating in this. This action requires a whole prison approach.</p> <p>The progress of prisoner participation in activities, education and work is ongoing with an anticipated completion early next year.</p>	Head of Education / Head of Residence	January 2018		
<b>5.25</b>	Managers should analyse information in detail and use it to identify examples of best practice and areas for improvement and to agree measurable outcomes for subsequent actions. (3.12)	Accepted	This will be introduced to the Resettlement and Quality Improvement Group meetings. The available information will be analysed through these forums so that appropriate actions can be implemented where necessary.	Head of Reducing Reoffending	January 2018		
<b>5.26</b>	The education and training provision should be extended to include higher level learning. (3.18)	Accepted	<p>Following the recent publication of the White Paper "Prison Safety and Reform", HMPPS have stripped out unnecessary rules and governance from the education contracts to allow prison governors more oversight and control of existing services. This means that prison governors can focus their curriculum precisely on prisoner employability, delivering the skills that employers want. HMPPS will also be making prison governors fully responsible for the education delivered in their prisons so that they can buy the services they think are most appropriate in their individual prison. This will allow governors to decide how to structure their education, who provides their learning delivery and how they will spend their budgets effectively.</p> <p>The Education department have appointed a Distance Learning Coordinator to coordinate and facilitate the provision of higher level courses funded by loans and charitable organisations. The decision needs to be made by the Learning and Skills Manager and Milton Keynes College (MKC) about whether other higher level courses should be offered.</p>	Head of Education	March 2018		
<b>5.27</b>	There should be a greater number and range of work-related and vocational courses. (3.19)	Partially accepted	<p>A needs analysis is currently being undertaken to determine the views of prisoners on which courses they would like to have on offer. No agreement has been reached as yet on the definite curriculum for next academic year but this action will remain on the agenda. A construction skills course has commenced.</p> <p>As a working prison the focus is on providing employment with education running alongside work, as it would be in the community.</p>	Head of Reducing Reoffending	April 2018		
<b>5.28</b>	Teachers and instructors should make better use of the induction period to carry out a detailed initial assessment of prisoners' skills and prior	Accepted	The Education Department are working with the prison to re-vitalise the Induction process. The Induction Room has been relocated to the Education Department to embed learning from the outset.	Head of Education	October 2017		

	educational attainment to better inform their planning of learning and work activities. (3.26)						
5.29	Senior managers should take action to drive up achievement rates on English and maths courses. (3.34)	Accepted	Achievement rates for English and Maths courses are a key priority for the Department and all staff are working together to improve them. Education and Industries managers are working together to embed learning in core skills.	Head of Education	January 2018		
	<b>Physical education and healthy living</b>						
5.30	Prisoners should be able to use an appropriate outdoor sports field. (3.43, repeated recommendation 3.46)	Rejected	There is currently no suitable area available and the Prison will submit a bid for further funding.	Deputy Governor			
	<b>Offender management and planning</b>						
5.31	Contact between offender supervisors and prisoners on their caseload should be consistent and ensure men are supported in achieving their targets. (4.13)	Accepted subject to resources	Once the implementation of the new Offender Management (OM) model has occurred Offender Supervisors (OS) will be ring fenced and able to meet requirements for contact with the offenders in their case load. Currently the Operational Staff are cross deployed or completing other tasks, as such scheduled contact appointment can be quite challenging to achieve. However all Prisoners at HMP Coldingley do have easy access to their OS.	Head of Offender Management Unit	January 2018		
5.32	All offender supervisors should receive case management supervision. (4.14)	Accepted	All probation OSs have case management supervision from the Custody Senior Probation Officer, the Operational (Band 4) Supervising Officers are all now line managed by the OMU Case Manager and will now have regular case management reviews.	Head of Offender Management Unit	Completed and Ongoing		
5.33	The lifer forum, information day and family visits should be resourced properly and take place regularly. (4.25)	Accepted	The indeterminate sentenced prisoner forum is led by the Probation Team and is now scheduled to take place on a bi-monthly basis, with a number of key agencies invited from within the establishment. Information days will be run on these forums on a six monthly basis. Indeterminate family visits session are now scheduled into the programme.  The recent Lifer Forum and Visits Day was in August 2017 and HMP Coldingley will continue to schedule these throughout the year.	Head of Offender Management Unit	Completed		
	<b>Reintegration planning</b>						
5.34	Catch 22 and departments within the prison should systematically share and record data about post-release outcomes. (4.28)	Accepted	The Resettlement team now reviews this data alongside in-house provision.  The Resettlement Meeting has a structured template and all prisoners in their last 12 weeks are reviewed and the provider, Catch 22 are held to account.	Head of Reducing Reoffending	Completed and Ongoing		
5.35	Services should be promoted more actively and resettlement	Accepted	With the introduction on the OM model, Resettlement Pathway services will be signposted to prisoners.	Head of Reducing	February 2018		

	planning should be improved. (4.29)		The OM Model will provide a dedicated prison officer to every six prisoners enabling officers to build constructive relationships with prisoners and reduce levels of frustration. This one-to-one support from a dedicated officer will enable offenders get the help they need.	Reoffending			
5.36	The visitors' centre should be developed to provide visitors with an appropriate service. (4.43, repeated recommendation 4.46)	Accepted	A new Head of Operations has been appointed, they will be responsible for the work required to improve the Visits provision. A new Visits Policy has been implemented and discussions have commenced with a potential new provider.	Head of Operations	October 2017		
5.37	Visitors should be admitted to the visits room punctually to allow a full two-hour visit. (4.44, repeated recommendation 4.44)	Accepted	A member of staff is now deployed to the visits hall 30 minutes prior to the start of visits to facilitate access for visitors in a timely manner.	Head of Operations	Completed		
5.38	All relevant prison staff should undertake safeguarding children training. (4.45)	Accepted	An appropriate trainer will be sourced for training to be delivered.	Head of Safety	April 2018		
5.39	The £15 charge for family days should be abolished. (4.46)	Accepted	The £15 charge for family days has been removed.	Head of Operations	Completed		

<b>Recommendations</b>	
Accepted	30
Accepted Subject to Resources /Partially Accepted	6
Rejected	3
<b>Total</b>	<b>39</b>