



HM Prison &  
Probation Service

Action Plan: HMP ROCHESTER

Action Plan Submitted: 7 March 2022

A Response to the HMIP Inspection: 11-15 October 2021

Report Published: 1 February 2022

## 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, Community Rehabilitation Companies (CRCs) and youth offending services across England and Wales to Ministry of Justice (MoJ) and Her 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provides specific steps and actions to address these. Actions are clear, measurable, achievable and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the HMPPS web based Prison Finder. Progress against the implementation and delivery of the action plans will also be monitored and reported on.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There <b>must</b> be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There <b>must</b> be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.

# ACTION PLAN: HMIP REPORT

## ESTABLISHMENT: HMP ROCHESTER

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	<b>Key concerns and recommendations</b>				
	<b>To the Governor</b>				
7.1	<p>Key concern (1.42): There were weaknesses in the support provided to new arrivals. First night interviews did not assess prisoners' immediate risks and vulnerabilities thoroughly enough to ensure that staff could provide appropriate support. The regime on the reverse cohorting units was poor, which limited opportunities for staff to identify prisoners at risk of self-harm. There was no formal induction programme, and prisoners did not have access to Listeners or other peer workers to help them understand what to expect from their early days in custody, or how to access sources of support.</p> <p><b>Recommendation: Safeguards should be in place to ensure that all prisoners arriving at Rochester are kept safe, including a thorough risk assessment of their needs, and have access to relevant information and proactive support from staff and peer workers during their early days in custody.</b></p>	Agreed	<p>A review of the First Night Interview will be conducted to determine all risks are appropriately addressed. This will be conducted by the prison's Safety Team.</p> <p>When the national protocol of compartmentalisation of new arrivals permits a full Induction programme, this will be established. In the meantime, the Insider Scheme is operating and provides peer support and signposting to sources of support.</p> <p>A review of the first night interview will be conducted by the Safety Team and a standardised template introduced. Training will be provided where weaknesses are identified.</p> <p>A manager will conduct weekly quality assurance on the interviews and the Head of Function will dip test 10% monthly. Best practice will be shared, and performance concerns addressed and recorded in a Quality Assurance log.</p> <p>The Insider and Listener schemes are now in place, along with induction materials. The full induction programme will be reintroduced.</p>	Governor	<p>April 2022</p> <p>May 2022</p>

			The reverse cohort regime allows staff increased opportunity to identify and support men at risk of self-harm, but the regime will be reviewed to ensure there is ongoing access to support.		
	<b>To the HMPPS &amp; Governor</b>				
7.2	<p>Key concern (1.43): Rates of attrition and staff shortfalls impacted on the prison's ability to deliver a full regime. Drugs were identified as a key threat but there were insufficient staff to carry out mandatory drug testing and target searching. External hospital appointments were restricted, and some were cancelled. The prison could not deliver enough courses to meet the needs of the population. Staffing shortfalls were likely to delay progress to a full regime until at least spring 2022.</p> <p><b>Recommendation: There should be clear measures to recruit, train, and retain operational staff to keep prisoners safe and healthy and deliver a full rehabilitative regime.</b></p>	Partly Agreed	<p>This recommendation is Partly Agreed as the recruitment and retention of staff is a complex issue with ongoing work being done to address the problem both nationally and at a local level.</p> <p>The Custody and Detention Apprenticeship will commence at HMP Rochester in January 2022 and will support all new officers in their role. All officers will receive additional support from their allocated apprenticeship coach.</p> <p>Apprenticeship Coaches and line managers will complete 12 Weekly reviews with all apprentices to offer them support and guidance.</p> <p>With additional levels of support and professionalisation, learners will be empowered with confidence and competence enabling them to feel invested in, which should directly impact on retention.</p> <p>Benefits of the Apprenticeship programme to HMP Rochester</p> <ul style="list-style-type: none"> <li>▪ An apprentice is not only better supported throughout their first 12-18 months, but will receive individualised support</li> <li>▪ An apprentice is more competent in their role, having experienced and evidence the knowledge, skills, and behaviours to be a fantastic officer</li> </ul>	HMPPS	Commenced January 2022

			<ul style="list-style-type: none"> <li>▪ An apprentice is more confident, knowing they have a dedicated coach to guide and support them, a Line Manager who encourages and stretches their learning to make sure they can be their best self</li> <li>▪ Investing in our staff, some new officers will gain four, widely recognised qualifications (English, Maths, Diploma and a level3 apprenticeship)</li> <li>▪ Provides new officers with realistic prospects of career progression</li> </ul> <p>The Human Resources (HR) Performance Manager will continue to carry out exit interviews for staff willing to participate in order to build a picture on the key drivers for attrition. This will then allow the prison to develop a local retention strategy. The HR Performance Manager will advise the Governor on formulating this strategy and interventions to aid in retention.</p>	Governor	May 2022
	<b>To the Governor</b>				
7.3	Key concern (1.44): There were weaknesses in the prisons' approach to maintaining safety. The policy was out of date, data was not analysed to determine the risks of rising violence and self-harm as restrictions eased and there were no plans to counteract these risks. There were few proactive interventions to manage the perpetrators of violence and little support for victims. There were no arrangements for logging or monitoring referrals made to the safer custody team and we found one case of bullying that was not acted on for this reason.	Agreed	The Safety Policy will be reviewed and updated to take into account appropriate data. Relevant data will be analysed at the monthly Safety meeting and an action plan will be implemented to monitor violence and self-harm and to improvements. Analysis will be undertaken to identify suitable interventions for perpetrators and victims of violence.	Governor	April 2022

	<b>Recommendation: The strategy to improve safety outcomes should be informed by good data analysis and include an effective action plan to reduce violence and self-harm.</b>				
7.4	<p>Key concern (1.45): In our survey significantly fewer prisoners than last time said staff treated them with respect (66% compared with 78%). Limited time out of cell restricted the time available for positive relationships to develop. Staff had little time to help prisoners with day-to-day issues. Key work duties were cancelled which compounded this problem. There was no evidence of key workers supporting prisoners on ACCT case management or challenge, support and intervention plans.</p> <p><b>Recommendation: Staffing levels and prisoners' time out of cell should be increased to facilitate the development of productive and positive relationships.</b></p>	Agreed	<p>Ongoing recruitment will increase the staffing resource at the prison. This will enable a sustained increase in time out of cell, purposeful activity hours and key work sessions.</p> <p>The delivery plan will be reviewed to increase purposeful activity hours, and this will also allow the increase social visits spaces, programmes delivery and peer mentoring. The lifting of national restrictions will support a broader regime.</p> <p>Refresher training will be facilitated to ensure staff are able to undertake their key work role with confidence.</p>	Governor	<p>April 2022</p> <p>April 2022</p> <p>April 2022</p>
	<b>To the HMPPS &amp; Governor</b>				
7.5	<p>Key concern (1.46): The cells in the older accommodation blocks were dingy and dilapidated and in need of continual repair, leaking plumbing was commonplace, and in some cells the electricity wiring appeared to be in a dangerous state. There was an ongoing problem with a rodent infestation that affected most prisoners. None of the single cells had toilet screens, which was undignified. Most windows across the prison needed to be repaired or replaced</p>	Partly Agreed	<p>This recommendation is Partly agreed as the decision to decommission accommodation can only be taken by HMPPS based on wider population considerations.</p> <p>A deep clean of toilets will be undertaken. A review of electrical wiring in cells will be completed with remedial action taken as necessary. A review of pest control will be completed. A painting programme is in place and will be closely monitored.</p> <p>The cells are in need of refurbishment, but efforts are being made to improve on the general condition.</p>	<p>Governor</p> <p>HMPPS/MOJ Property Services</p>	<p>July 2022</p> <p>October 2022</p>

	<p>as the ventilation hatches could not be opened, which meant it was difficult to regulate the temperature in the cells.</p> <p><b>Recommendation: Cells in the older part of the prison should be taken out of commission and refurbished or replaced to ensure that all prisoners live in cells that are safe, decent and comfortable.</b></p>		<p>Flooring and decorating is ongoing, which once complete lifts the general feel of the cell accommodation.</p> <p>There is a bid in place to replace the windows on B wing, and the Facilities Maintenance (FM) provider is working hard to repair the windows across the site. Efforts are also being made to source parts to complete repairs and develop alternative solutions.</p> <p>The electrical wiring issues were reported and have been resolved.</p> <p>The issue with the rodent infestation is under constant review, and increased pest control visits take place where necessary.</p> <p>The privacy screens are still an issue, but a design and costing will be obtained in the next financial year in order to secure funding. This also forms part of the decency agenda within the region.</p> <p>The top site accommodation is in need of investment, but through discussions with the governor and his Senior Leadership Team, and consultation with service delivery colleagues, it is not deemed necessary to decant the wings, as the majority of the works can be delivered with a phased approach.</p>		<p>March 2023</p> <p>Ongoing</p> <p>Ongoing</p> <p>October 2022</p>
7.6	<p>Key concern (1.47) Prisoners told us about problems accessing their stored property, and, in 2021, almost a third of all complaints related to the issue. There were delays in processing property and answering prisoners' queries, leading to frustration. Records were not always complete, which meant it was not possible to find items. Some prisoners</p>	Partly Agreed	<p>This recommendation is partly agreed as prisoner's having access to their stored property goes against PSI 12 -2011</p> <p>HMPPS is currently working on a new policy to ensure prisoners' property is managed as effectively as possible. The new policy framework will replace PSI 2011/12. The Framework is currently going through</p>	HMPPS/Governor	

	<p>waited months to receive items sent in by post.</p> <p><b>Recommendation: Prisoners should have ready access to their stored property. Requests for access should be dealt with within agreed and published time scales following consultation with prisoners.</b></p>		<p>the necessary clearance processes and will be published as soon as those processes are concluded.</p> <p>The Framework aims to ensure that property is handled with efficiency, care and respect and that staff and prisoners are clear on the arrangements in place. It provides clear requirements and strengthens guidance on known problem areas. This includes providing stronger guidance to ensure volumetric control limits are respected, so that prisoners do not build up excessive amounts of property.</p> <p>In the meantime, A full review of property processes will be conducted in HMP Rochester to ensure compliance with PSI 12-2011.</p> <p>Request for access timescales will be reviewed, monitored and discussed at the resident council.</p> <p>Requests to access Stored prop will be logged in reception and assured via the Operations monthly report.</p>		April 2022
	<b>To the Governor</b>				
7.7	<p>Key concern (1.48): Clinical governance systems and processes were underdeveloped across primary care and dental services. This included the management of complaints, infection prevention and control oversight and learning lessons from incidents. We were not confident that factors affecting patient safety were identified or addressed in a timely manner.</p> <p><b>Recommendation: Robust governance procedures, including consistent incident reporting and investigation, should be implemented to ensure that</b></p>	Agreed	<p>Datix (Data Medical Reporting System) training has been completed for all healthcare staff and added to the induction process for new starters.</p> <p>Incidents are consistently raised by nursing staff as and when they occur. The number of Datix incident reports has increased significantly since the training was held (as per Oxleas Quality Assurance monthly report).</p> <p>Trends and learning are discussed in team meetings and during individual supervision.</p> <p>A Nurse manager will attend Route Cause Analysis training.</p>	Governor	April 2022



	<b>concerns affecting patient safety are promptly addressed.</b>		The Clinical Governance meeting recommenced in January 2022		
7.8	<p>Key concern (1.49): Most prisoners were locked in their cells for over 22 hours a day, with little to keep them occupied, which was having a detrimental effect on their well-being. The prison had been slow to expand the regime, partly because of staff shortages. The prison did not have a clear plan for a complete regime recovery.</p> <p><b>Recommendation: All prisoners should have adequate time out of cell to participate in a regime that includes purposeful activity, time to complete domestic chores and the opportunity to socialise with their peers.</b></p>	Agreed	<p>HMP Rochester will continue with their COVID-19 recovery planning progression. This will allow further expansion of the regime and increase numbers of prisoners in workshops, education and all work parties. The timescales for this will be determined by external factors relating to the progression of the pandemic.</p> <p>Compliance with the regime will be monitored on a daily basis by the Duty Governor and Orderly Officer to maximise time out of cell.</p>	Governor	April 2022
	<b>Recommendations</b>				
	<b>To the Governor</b>				
7.9	<p>Recommendation 3.17: Rewards and sanctions should motivate prisoners to participate in the regime and support their progression.</p>	Agreed	<p>The Incentives Scheme will be reviewed, with input from the Residents Council. Rochester has also been selected as a pilot for the new HMPPS Incentives Scheme.</p> <p>The pre-pandemic Incentive scheme has been re-launched from January 2022. Continuing outbreaks of COVID and the necessary outbreak control restrictions on the regime and progression activities will inevitably impact on prisoners' ability to engage with the regime, but this will be reflected in the Incentives Scheme.</p> <p>Quality assurance of incentive reviews will be conducted to ensure compliance with the policy.</p>	Governor	April 2022

7.10	Recommendation 3.21: Action to address issues identified at the segregation monitoring and review group should be specific, measurable and time bound to make sure that the process deals with the most serious offences effectively.	Partly Agreed	<p>This recommendation is Partly Agreed as access to an Independent Adjudicator (IA) is currently more limited due to COVID restrictions. The process for referrals to the IA is currently subject to review and HMP Rochester will continue to refer the most serious cases in line with current national guidance.</p> <p>The terms of reference for the Segregation Monitoring and Review Group (SMARG) meeting will be reviewed to ensure analysis of relevant data and trends. There will be a clear agenda item to review progress against actions at each meeting.</p> <p>All staff in the Care &amp; Separation Unit will receive Adjudication Liaison Officer training to improve the quality of adjudications and to reduce procedural errors.</p> <p>The prison will continue to work closely with the Independent Adjudicator to access the necessary time to ensure the most serious offences are heard in a timely manner.</p>	Governor	<p>May 2022</p> <p>Ongoing</p> <p>April 2022</p>
7.11	Recommendation 3.26: Quality assurance procedures should be sufficiently robust and thorough to make sure all incidents where force is used are justified, proportionate and only used as a last resort.	Agreed	<p>A multidisciplinary monthly scrutiny meeting will examine at least 20% of all force used at the prison. The terms of reference for this meeting will be reviewed to ensure sufficient quality assurance is completed.</p> <p>A bi-monthly Use of Force meeting is held to identify trends and patterns in use of force and to take forward appropriate actions. Quality assurance will be built into this meeting with a clear plan for how feedback is shared with those involved in use of force will be developed.</p> <p>The Use of Force Coordinator will examine all use of force paperwork and raise any concerns to the Head Residence &amp; Care and Separation Unit (CSU).</p>	Governor	<p>Complete</p> <p>May 2022</p> <p>May 2022</p>

			<p>All complaints made by residents about use of force will be reviewed by the Head of Residence &amp; CSU</p> <p>Safer Custody notify the Head of Residence &amp; CSU of any concerns are raised with them via residents or via the hotline for family members. complete</p>		<p>Complete</p> <p>Complete</p>
7.12	Recommendation 3.32: As a minimum, prisoners should be able to have a shower, make a phone call and spend time in the fresh air every day.	Agreed	All residents will have daily access to a shower, phone call and time in the fresh air as per the CASU policy. This will be quality assured as part of the SMARG meeting.	Governor	Complete
7.13	Recommendation 3.33: Health care staff should attend all segregation reviews.	Agreed	Healthcare now attends reviews in the segregation unit. This attendance will be monitored at the SMARG meeting	Governor	Complete
7.14	Recommendation 3.34: Target setting in segregation paperwork and reintegration plans should be meaningful and tailored to the individual.	Agreed	<p>Complex case reviews for those residents that pose a significant risk will be carried out and reintegration plans tailored to their needs. Segregation Long-term Care and Reintegration Plan for support and progression will form part of this review with Training/Coaching being provided for the Care and Separation Unit senior Officer and Custodial Manager.</p> <p>Quality Assurance of reintegration plans will be completed monthly and reported through the Head of Function report</p> <p>A review of this process will be completed by the regional Safety Lead.</p> <p>CSIP plans will be opened for those individuals who pose a risk due to their behaviour.</p>	Governor	<p>April 2022</p> <p>April 2022</p> <p>April 2022</p> <p>Complete</p>
7.15	Recommendation 3.35: Prisoners should only be segregated pending adjudication if they pose a significant risk.	Agreed	Training will be provided to Duty Governors to ensure they only authorise the use of segregation pending adjudications if the resident poses significant risk and cannot be located on normal location.	Governor	April 2022

			Paperwork for Duty Governors to sign authorising segregation pending adjudication is in place and reviewed at the SMARG.		
7.16	Recommendation 3.42: Security meetings should lead to clear action plans that are specific, measurable and time bound to reduce the security risks facing the prison.	Agreed	The terms of reference for the Security meeting will be reviewed to ensure that it is action focused. Actions from the security meeting will be SMART(Specific, measurable, Achievable, Realistic, and Timebound) and progress on these actions will be reviewed at each meeting.	Governor	April 2022
7.17	Recommendation 4.30: Robust tracking and management intervention should be introduced to ensure the timeliness of responses to applications.	Agreed	A review of the application process will be completed to ensure a focus on timeliness of responses. Quality assurance will be completed on a monthly basis, with feedback provided to managers.	Governor	April 2022
7.18	Recommendation 4.31: The prison should review the complaint system to make sure that responses are appropriate, allegations of discrimination are properly recorded, and data are analysed to identify and address common themes.	Agreed	A review of the complaints process will be completed. Quality assurance of complaints will be completed on a monthly basis with data analysis and trends identified and discussed at the Senior Management Team meeting.	Governor	April 2022
7.19	Recommendation 4.68: Patients should have a single set of notes to ensure patient safety and continuity of care.	Agreed	There are currently 2 Healthcare providers (Oxleas NHS Foundation Trust and Forward Trust) at HMP Rochester. Oxleas NHS Foundation Trust is working with Forward Trust to ensure all patients have a single set of notes thereby ensuring safety and continuity of care for the patients.  From 1 <sup>st</sup> April 2022 Oxleas NHS Foundation Trust will provide all Healthcare services to HMP Rochester. SystmOne will be used.	Governor	April 2022
7.20	Recommendation 4.82: Patients should have timely access to secondary care treatment and duty of candour should be applied when a patient's appointment is cancelled.	Agreed	A pathway will be developed to confirm the process for all cancelled appointments and duty of candour process, so patients are made aware. All cancelled appointments will be added to Datix for learning and review.	Governor	April 2022

7.21	Recommendation 4.85: Patients should be assessed promptly and provided with suitable equipment to meet their needs.	Agreed	<p>Oxleas recently met with Medway County Council Adult Social Care who have agreed to review the current memorandum of understanding (MOU) to include stakeholder engagement and escalation processes for delays.</p> <p>Any delays in the provision of Social Care Services will be escalated via Datix Incident reporting and reviewed regularly during local SMT meetings.</p>	Governor	April 2022
7.22	Recommendation 4.94: Mental health treatment or therapy should start promptly and delays in treatment should be reported as a clinical incident	Agreed	The Bradley Therapy Service will commence group sessions in line with national restrictions on the different recovery stages. Any delays in treatment or group sessions will be reported as clinical incidents via Oxleas' Datix reporting. It will be added to the risk register and impact assessment to be completed and discussed at the Multi-Disciplinary Team (MDT) meetings.	Governor	April 2022
7.23	Recommendation 4.95: The transfer of patients to hospital under the Mental Health Act should take place within Department of Health guidance timescales.	Partly Agreed	<p>This recommendation is partly agreed. In the Reforming the Mental Health Act White Paper the Government have committed to introduce a statutory time limit of 28 days for transfers to mental health hospitals. This is to be commenced once revised National Health Service England and Improvements (NHSEI) guidance has been fully embedded in practice.</p> <p>Every effort will be made to ensure transfer of patients under MH Act in a timely manner. The strategic direction is to improve efficient use of beds in the system, to ensure appropriate lengths of stay and remission back to prison are appropriate and timely. The recommendation cannot be fully accepted as there are a wide number of external factors at play that could prevent a 100% of placements being made within guidance including availability of a bed.</p> <p>Prison teams will continue to ensure that local referrals for mental health inpatient provision are made on time and access is facilitated for NHS clinician assessment.</p>	Governor	Ongoing

7.24	Recommendation 5.27: Leaders and managers must urgently prioritise increasing the number of face-to-face places in education, skills and work activities so that a significantly larger number of prisoners are able to access and attend activities.	Agreed	Subject to COVID restrictions, face-to-face classroom spaces will increase to 10 from the current 7 as the Prison moves into the Covid recovery phase Stage 1. Work activity numbers will also rise in line with the appropriate risk assessments relevant to the current COVID risk.	Governor	April 2022
7.25	Recommendation 5.28: The induction to education and training and initial advice and guidance support should be provided to prisoners' face to face to enable them to plan their learning and potential next steps more comprehensively.	Agreed	A PowerPoint has been prepared for the induction classroom which links up with CXK(the service provide), Library and Genius. It explains the education offer at HMP Rochester. The learning facilitator will obtain previous scores and LDD assessments from the previous prison.	Governor	April 2022
7.26	Recommendation 5.29: Leaders must increase prisoners' access to and the provision of technology, such as the virtual campus to enable prisoners to develop vital digital skills to support their resettlement.	Partly Agreed	Access to technology is limited due to lack of internet access in the Old Education building. A survey has been carried out with the proposed options identified. The prison is awaiting confirmation as to the preferred route of installation as there are security implications that need to be considered.	Governor	July 2022
7.27	Recommendation 6.11: The visits provision should be extended to provide longer sessions, including at weekends.	Agreed	Visits length will increase in line with the easing of COVID restrictions.  Weekend visits resumed in February 2022.	Governor	December 2022  Complete
7.28	Recommendation 6.22: A comprehensive needs analysis should be used to inform a prison-wide reducing reoffending strategy, accompanied by an action plan to address prisoners' needs.	Agreed	A needs analysis regarding education and work was completed in November 2021. This has been used to plan for the prison's delivery for 2022.  The Reducing Reoffending Strategy will be reviewed, and an Action Plan will be developed according to the needs. This will be reviewed at the Reducing Reoffending meeting to ensure progress is made with actions.	Governor	May 2022



	participate in the regime and support their progression.		<p>COVID and the necessary outbreak control restrictions on the regime and progression activities will impact on prisoners' ability to engage with the regime, but this will be reflected in the Incentives Scheme.</p> <p>The Incentives Scheme will be reviewed, with input from the Residents Council. Rochester has also been selected as a pilot for the new HMPPS Incentives Scheme.</p> <p>Quality assurance of incentive reviews will be conducted to ensure compliance with the policy.</p>		
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Recommendations	
Agreed	25
Partly Agreed	6
Not Agreed	0
<b>Total</b>	<b>31</b>