



HM Prison &  
Probation Service

Action Plan: HMP & YOI Sudbury

Action Plan Submitted: 14<sup>th</sup> November 2023

A Response to the HMIP Inspection: 24 July – 3 August 2023

Report Published: 30<sup>th</sup> October 2023

## 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 & YOI SUDBURY

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>A significant quantity of illicit drugs was entering the prison and not enough had been done to reduce supply or demand.</b>	<p>HMP/YOI Sudbury has appointed a Head of Wellbeing and Drug Strategy. They will lead on the work, alongside partners, to develop a range of strategies to reduce both supply and demand. This will include a full review of the current Drug Strategy to ensure it focuses on the use of intelligence to reduce supply routes and inform targeted searching procedures.</p> <p>The Head of Wellbeing and Drug Strategy will complete a review of the Independent Substance Free Living (ISFL) dorm including further development of the regime and facilities for the population residing in this area.</p> <p>The Head of Reducing Reoffending will review the usage of swab testing for those who are employed on the outworker scheme alongside the numbers of searches carried to on those returning to the prison from their external work placements.</p> <p>Compliance-based drug testing (CBDT) will be introduced for all prisoners residing at HMP/YOI Sudbury, following the introduction of a new profile. This will not only offer support for individuals but also assurance for the public from those who are accessing periods of temporary release into the community.</p> <p>HMP/YOI Sudbury will complete a reprofiling exercise due to the increase in population and will increase the resource for searching and Mandatory Drug Testing (MDT) testing. An additional 6 officers will be trained in MDT to ensure the prison is able to meet the demands of those who need testing, informed by intelligence, as well as offering sufficient resource to reintroduce the frequent testing programme.</p> <p>HMP/YOI Sudbury will also introduce the following sessions and resources for prisoners and staff this year in conjunction with the Substance Misuse (SMS) team:</p> <ul style="list-style-type: none"> <li>• A programme of mutual aid support groups</li> <li>• A Steroid Awareness pathway</li> </ul>	<p>Head of Wellbeing and Drug Strategy</p> <p>Head of Wellbeing and Drug Strategy</p> <p>Head of Reducing Reoffending</p> <p>Head of Wellbeing and Drug Strategy</p> <p>Head of Business Assurance</p> <p>Substance Misuse Manager</p>	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p> <p>February 2024</p> <p>February 2024</p> <p>March 2024</p>



		<ul style="list-style-type: none"> <li>• Roll out of new Intervention Programme: 'Inclusion Step Forward Programme' for Prisons (ISFPP)</li> <li>• Deliver information sessions at Governor's briefing and training events for staff to increase their knowledge of drug use and the effects and signs of drug misuse.</li> <li>• A bi-monthly newsletter will also be produced by the SMS team which will include drug awareness information, promotion of groups/sessions being delivered and alternative interventions that are on offer.</li> </ul> <p>The Head of Residence will issue a debt survey and will capture any learning related to the illicit economy at HMP/YOI Sudbury. Drugs/Alcohol and phones are the major contributors to debt in prisons and this will help the understanding of the illegal economy. This work will be supported by prisoners in the Community Council (ComCil).</p> <p>HMP/YOI Sudbury have formalised working arrangements with the Dedicated Search Team (DST) and dog handler team to maximise their time at the prison to support the searching strategy. They will provide advance notice when they are due to arrive at HMP/YOI Sudbury so that the prison can best utilise this resource.</p> <p>HMPPS Substance Misuse Group will support HMYOI Sudbury to develop their Incentivised Substance Free Living unit. As part of this process, the prison will complete the ISFL self-assessment tool to assess conveyance routes, demand for drugs and continuity of care. ISFL self-assessment tool workshops ran over 4 days (w/c 16<sup>th</sup> October) and 3 representatives from Sudbury attended. The self-assessment, alongside a data review will be discussed at the Drug Strategy National Operational Risk Management Meeting where a support plan will be developed. HMPPS Substance Misuse Group are also developing a national framework to support prisons to develop good practice in ISFLs. A support visit from the Ops Assurance team has been agreed and is scheduled to take place 28<sup>th</sup>,29<sup>th</sup> November</p>	<p>Head of Residential</p> <p>Head of Security</p> <p>Substance Misuse Group - Directorate of Security</p>	<p>January 2024</p> <p>Complete</p> <p>January 2024</p>
2	<p><b>The fabric of the old residential accommodation was in poor condition and in need of substantial investment.</b></p>	<p>Many of the shower &amp; toilet areas have been completed with a plan in place to refurbish the washroom areas. The toilet areas are ongoing, and all refurbishments are due over the next 3 months. Showers are now complete and have been refurbished.</p> <p>The East/West dormitory replacement will be submitted as an estates investment proposal (EIP) bid by the end of January 2024.</p> <p>A fire safety improvement project is also due to commence on site in 2024 covering all the accommodation areas, providing a safer environment for prisoners &amp; staff. Work is expected to take 2 years and be completed by October 2026</p>	<p>HMPPS local site projects team</p> <p>MOJ property services</p> <p>MOJ Projects</p>	<p>January 2024</p> <p>January 2024</p> <p>October 2026</p>



		HMP/YOI Sudbury will produce a plan of remedial and improvement work to improve the living and working conditions at HMP Sudbury. This will be funded through income gained from external contracts within our industries. All costings and work will have prior approval through the Prison Group Director and Senior Finance Lead and will take place monthly via the Finance Meeting, Tripartite and Prison Group Director visit. .	Governor	March 2024 - reviewed annually
3	<b>Prisoners had poor access to basic amenities on the residential units, including cleaning materials and laundry for clothes and bedding.</b>	<p>HMP/YOI Sudbury's stores inventory minimum and maximum levels have been amended, which has increased the amount of stock available in the prison. This provides a contingency stock in the event of future unplanned supply or delivery issues from the contractor. This will be reviewed on a monthly basis to ensure stock levels remain appropriate to need.</p> <p>HMP/YOI Sudbury have implemented a process whereby cleaning materials are assigned to and collected by the designated dormitory cleaners on a weekly basis. This ensures sufficient cleaning products are available to all prisoners to enable cleaning of rooms and dormitories.</p> <p>HMP/YOI Sudbury will implement a residential assurance check on the daily cleaning schedules, the quality of cleaning completed and ensure sufficient stock availability.</p> <p>A new collection process is now in place to gather dirty laundry, bedding and clothing directly from the residential units. Laundry sent to external facilities is replaced with clean items.</p> <p>HMP/YOI Sudbury will introduce additional checks to ensure that any items that should not be sent to landfill are recovered through the waste management process and recirculated, following the necessary cleaning process. This will increase the levels of clean items available in the stores for prisoners.</p> <p>HMP/YOI Sudbury will review, on a quarterly basis, the new collection process and provision of laundry services for prison issue items.</p> <p>HMP/YOI Sudbury will ensure that a comprehensive timetable for laundering personal clothing is maximised 7 days per week, including evening opportunities.</p>	<p>Head of Business &amp; Assurance</p> <p>Head of Business &amp; Assurance</p> <p>Head of Residential</p> <p>Head of Business &amp; Assurance</p> <p>Industries Manager</p> <p>Head of Residential</p> <p>Head of Residential</p>	<p>Completed</p> <p>Completed</p> <p>December 2023</p> <p>Complete</p> <p>December 2023</p> <p>December 2023</p> <p>December 2023</p>
4	<b>There were too few enrichment activities available to enable prisoners to develop their interests and talents.</b>	HMP/YOI Sudbury will review, plan, co-ordinate and implement enrichment activities through the Tier 2 Regime Progression Plan.	Head of Reducing Reoffending	May 2024



		<p>HMP/YOI Sudbury will consult with prisoners through the Community Council (ComCil) to understand what enrichment activities prisoners would like to see introduced and the prison will create an Enrichment Committee to co-ordinate and facilitate these activities.</p> <p>The Enrichment Committee will introduce taster sessions to gauge interest and enable prisoners to explore new hobbies/interests and obtain new skills. These activities will be captured in the Enrichment calendar, which will be reviewed quarterly at Senior Management Team Assurance and ComCil Meetings to monitor and ensure an increased number of activities are in place and prisoner engagement levels demonstrate the relevance of the activities.</p> <p>The skills and talents of staff, prisoner and stakeholder teams at HMP/YOI Sudbury will be utilised in order to run prisoner activities which cater for a variety of interests.</p> <p>HMP/YOI Sudbury will develop initiatives to promote reading that are integrated into the enrichment activities across the wider prison.</p>	<p>Head of Reducing Reoffending</p> <p>Head of Reducing Reoffending</p> <p>Head of Reducing Reoffending</p> <p>Learning and Skills Manager</p>	<p>May 2024</p> <p>May 2024</p> <p>May 2024</p> <p>May 2024</p>
5	<p><b>The initial and ongoing careers advice and guidance provided was not sufficiently detailed to enable all prisoners to have the range of information that they needed to make informed choices.</b></p>	<p>The education, skills, and work (ESW) leadership team, along with the Governor, at HMP/YOI Sudbury will implement regular monthly performance meetings to hold the provider to account for delivery of the Careers Information Advice Guidance (CIAG) service.</p> <p>New staff will be recruited by Career Connect (the provider) to facilitate the crucial 1-1 interventions needed for prisoners at HMP/YOI Sudbury to discuss their future employment aspirations and provide a range of resources and information to the prisoners. Regional CIAG leads will ensure cover of absence of staff and posts in recruitment, so that there are no gaps in delivery.</p> <p>On arrival to HMP/YOI Sudbury, CIAG staff will review the previous career targets set by prisoners in their previous establishment so that the progress that they have made can be considered and revised targets set in line with provision at the prison based a range of detailed information supplied by the CIAG provider.</p> <p>Quality assurance activities on Personal Learning Plans (PLP) completed will ensure the targets set are smart, of value and appropriate to need. Gaps in provision will be identified through this activity and interventions put in place to ensure a range of career related activities and information sessions inform prisoners about their chosen pathway.</p>	<p>Head of Education, Skills &amp; Work</p> <p>Head of Education, Skills &amp; Work</p> <p>Head of Education, Skills &amp; Work</p> <p>Head of Education, Skills &amp; Work</p>	<p>December 2023</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p>



	Key concerns			
6	<p><b>Public protection screening was not always completed promptly, and the measures to mitigate risks were not always managed well.</b></p>	<p>HMP/YOI Sudbury will ensure that the public protection data base, Multi Agency Public Protection Arrangements (MAPPA) checklist and public protection checklist are reviewed for all relevant new receptions that raise a public protection concern to ensure they are highlighted for Interdepartmental Risk Management Meeting (IRMM)). We will amend the checklists accordingly to note high risk prisoners.</p> <p>HMP/YOI Sudbury will ensure that the public protection data base, Multi Agency Public Protection Arrangements (MAPPA) checklist and public protection checklist are revised weekly via the public protection meeting to ensure that any high-risk prisoners are highlighted for the Inter Departmental Risk Management Team (IRMT). We will amend the checklists accordingly to note high risk prisoners.</p> <p>HMP/YOI Sudbury will recruit an additional Offender Management Unit (OMU) hub manager who will manage public protection (PP) to ensure that PP measures are picked up promptly and provide assurance on this process to the Head of Offender Management Services (HOMS), using the public protection data base and as per the Public Protection policy.</p> <p>HMP/YOI Sudbury has added an agenda item for all high-risk prisoners to be discussed within the IRMT meeting with the appropriate Prison Offender Manager (POM). This will raise any public protection concerns to the meeting which can then be prioritised via the Community Offender Manager (COM) to the required agencies. This will be completed 3 months prior to release and discussed during each month up to release.</p> <p>The OMU will review MAPPA checklists to support the identification of MAPPA levels with these being brought forward to 8 months prior to release to be in line with the POM-COM handover for better supervision. These will be monitored and signed off by the Senior Probation Officer (SPO) as part of the IRMT agenda. POMs are aware to escalate this to Head of Offender Management Delivery (HOMD) if these are not received.</p> <p>The Custodial Managers in security through weekly assurance checks will ensure that the outgoing mail clerk and all Operational Support Grade's that cover Booked Visits, pin phone monitoring and mail have the required access to the PP data base.</p> <p>The Booked Visits Clerk will ensure that any prisoner on PP is highlighted on the visits list so that the visits staff are aware and can monitor those prisoners on visits. This process will ensure there is appropriate monitoring and supervision. The Booked Visits Clerk will ensure</p>	<p>Head of Offender Management Service</p> <p>Head of Offender Management Service/</p> <p>Head of Offender Management Delivery</p> <p>Head of Offender Management Delivery</p> <p>Head of Security</p> <p>Head of Security</p>	<p>March 2024</p> <p>March 2024</p> <p>Complete</p> <p>March 2024</p> <p>November 2023</p> <p>December 2023</p>



		that they check PNOMIS for any alerts for PP. A weekly assurance process will be implemented to ensure all PP measures are in place.		
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