



Action Plan: HMP Send

Action Plan Submitted: 8 July 2025

A Response to the HMIP Inspection: 17 March – 3 April 2025

Report Published: 1 July 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 SEND

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	<b>Data was not being used well enough to improve outcomes in some key functions.</b> For example, attendance at education, skills and work was not monitored using the same source of data and trends in the use of segregation were not being tracked.	The data set for key meetings, including Education Performance, Senior Leadership Performance and Reducing Reoffending, is being reviewed and developed to enable better analysis of data and improve outcomes across the prison.	Governor	August 2025
		HMP Send will present and publish dual data sets (education providers Curious data and the HMPPS Performance Hub data) in the Education Performance Meeting (EPM), the Quality Improvement Group (QIG) and the Senior Leadership Team (SLT) meeting. This will offer improved scrutiny and reassurance that both data sets are accurate and allow for clear objectives to be agreed to improve activity, education allocation and attendance.	Governor	September 2025
		The prison will ensure that the monthly QIG utilises accurate data to provide evidence-based decisions and improve outcomes in employment on release. All prisoners released will be discussed with regards to employment offers and with an outcome focused lens. This will become an agenda at the monthly Senior Leadership Team meeting on an individual case study basis.	Governor	September 2025
		The Segregation, Monitoring and Review Group (SMARG) meeting terms of reference will be reviewed against mandatory elements and to ensure all uses of segregation are accounted for to improve	Governor	September 2025
Key concerns				
2	<b>Oversight to make sure that restrictive measures on women at risk of self-harm were only used as a very last resort was not always evidenced.</b>	A quality assurance process will be introduced for prisoners who are placed on a restricted regime and are simultaneously being supported by the Assessment, Care in Custody and Teamwork (ACCT) process.	Governor	September 2025

		<p>The process will ensure defensible decision logs are completed and are of the required quality, where relevant the regime risk assessment that is currently in place will also be considered. This will be completed by a manager in the bimonthly Segregation, Monitoring and Review Group (SMARG) meeting.</p> <p>The daily operations report now includes a prompt for defensible decision logs to be completed and reviewed.</p> <p>A list of defensible decision logs is now included in the safety analyst daily report and monthly safety briefing with the authorising Governor's and prisoner details included as well as corresponding dates.</p> <p>All defensible decision logs will be retained electronically and as a hard copy in prisoner's files.</p>	Governor	September 2025
			Governor	Completed
			Governor	Completed
			Governor	August 2025
3	<b>Some staff used poor practice when using force against women and oversight by leaders had not identified these issues.</b>	<p>The prison will review the terms of reference for the weekly Use of Force (UoF) meeting to ensure it incorporates all mandatory elements to improve governance.</p> <p>Attendance will be monitored at the weekly UoF meeting to ensure all key departments are represented and there is a multi-departmental team approach, any gaps will be challenged and addressed.</p> <p>Following a general alarm or a call for urgent assistance all staff will be instructed to activate body worn video cameras (BWVC) by the control room.</p> <p>Daily monitoring of BWVC use will be introduced, this will be reported in the safety analysts daily report. The reporting will be collated in the weekly UoF meeting and any gaps will be addressed with the relevant staff.</p> <p>The prison will also robustly monitor the number of BWVC's drawn daily through the daily operations report.</p> <p>HMP Send will ensure all Duty Governors have access to the BWVC platform so that they can review footage of incidents in a timely manner.</p> <p>Debriefs will be introduced for all staff involved in planned interventions to view footage and to review UoF paperwork for learning and development.</p>	Governor	August 2025
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		<p>All senior leaders will complete annual UoF training refreshers, this will be monitored in bilateral meetings.</p> <p>A UoF training week will take place to incorporate all learning that is identified, this will include the necessity of de-escalation during incidents.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>October 2025</p>
4	<p><b>Support for prisoners who spoke little English was limited.</b> Little information was available in languages other than English and professional interpretation services were not always used when needed.</p>	<p>HMP Send will introduce a system that improves data sharing across the prison so prisoners that require support are identified in a timely manner.</p> <p>English for Speakers of Other Languages (ESOL) screenings will be introduced as part of the education induction process.</p> <p>The prison will complete a review of the population needs and ensure that the education induction booklet is available in the top five used languages. This will be reviewed every six months to ensure it is current.</p> <p>The Big Word interpreting service will be relaunched; the prison will also identify and train a team of staff to act as single points of contact across the site.</p> <p>Staff and prisoners who are multilingual and can support prisoners with lower level, non-sensitive translations will be identified. They will be published quarterly to all staff and prisoners.</p> <p>The establishment will review the terms of reference to the existing quarterly forum for foreign nationals. It is chaired by the Head of Education, Skills and Work but will also now be attended by the Learning &amp; Skills and Education Managers, a member from Healthcare as well as representatives from Residential units and Reception. This will capture any gaps and identify further or changing needs in induction screening, data sharing and/or gaps in the interpretation service offer.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2025</p> <p>August 2025</p> <p>October 2025</p> <p>September 2025</p> <p>September 2025</p> <p>September 2025</p>
5	<p><b>Opportunities to enable achievement in education, skills and work at level 3 and higher were too limited.</b></p>	<p>A local needs analysis will be completed to inform a review of the curriculum against revised budgets for 2025-2026, this will focus on all levels of attainment. The prison will complete a review of all work party areas to ensure opportunities for level 3 learning is maximised, in whole or in a modular approach.</p>	<p>Governor</p>	<p>October 2025</p>

		<p>Level 3 qualifications have been introduced in Hairdressing, Horticulture, Teaching Assessment and Quality Assurance (TAQA) and Business Administration.</p> <p>Access to level 3 and above qualifications for prisoners on Resettlement Day Release will be increased through creating partnerships with local colleges, universities and education providers.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>January 2026</p>
6	<p><b>Information sharing with prison offender managers (POMs) about public protection concerns was limited.</b></p> <p>This hindered the POMs' ability to respond swiftly to breaches of restrictions and left them without current intelligence to inform risk management arrangements.</p>	<p>A recruitment campaign to fill the vacancies in the Security team is currently underway.</p> <p>The prison will ensure that all relevant managers have access to the Mercury Intelligence System. This will be monitored in monthly Security Committee meetings with access included on all performance objectives and bilateral meetings.</p> <p>A new Intelligence Management System is being implemented allowing POMs to view information specifically relating to their cases, improving response times to any breaches of restrictions.</p> <p>The prison will ensure information is shared through dissemination to Offender Management Unit managers and relevant POMs.</p>	<p>Governor</p> <p>Governor</p> <p>HMPPS</p> <p>Governor</p>	<p>August 2025</p> <p>November 2025</p> <p>November 2025</p> <p>September 2025</p>

