

Coldingley Prison Background Note

Establishment: HMP Coldingley

Area: South Central

Role and Function of establishment: Category C Training Prison – adult male

Certified Normal Accommodation (CNA being the measure of uncrowded capacity): 370

Operational capacity: 392

Total population and date: 391 at 17/12/07

Governing Governor: John Robinson

Governor's Biography:

John Robinson joined the Prison Service at HMP Wakefield in 1982. He has served at HMP Gartree, HMP Leeds, HMP Belmarsh, HMP Downview as Deputy Governor, Security Group as Head of Incident Management, HMP Standford Hill as Governor, HMP and DC Rochester as Governor, HMP Kingston as Governor, and was appointed Governor of HMP Coldingley in July 2006.

Name of Area Manager: Colin McConnell

History (where we are coming from):

Coldingley originally opened in 1969 as a category B industrial prison. In 1993 it was re-designated as a category C establishment. At the end of 2003 Coldingley had slipped to 112th on the weighted scorecard. A full audit in early 2004 produced ratings of 'acceptable' for both standards and security but identified significant room for improvement across a range of work areas.

Her Majesty's Chief Inspectorate of Prisons (HMCIP) (2004) described Coldingley as "well short of flagship status in the key areas of education, training and resettlement ... however, it was encouraging that a new Governor had already begun to put in place plans for improvement". A full announced Inspection took place in November of 2005.

Present situation (where we are now):

The HMCIP report was published in June 2006. It showed that Coldingley had made significant strides in the 18 months since the previous visit. It drew particular attention to the safe, decent and respectful environment that prevailed in the prison and the focus on resettlement that gave the prison a sense of direction it previously lacked.

However, Coldingley remained in the lower regions of the weighted scorecard and there was a

lack of focus on the audit process and performance delivery. The green shoots of recovery were evident following a level 3 audit in December 2006, which resulted in a score of 80% for security and 84% for standard 59. The prison hopes to build on that through the performance improvement planning (PIP) process which Coldingley embarked on in the new year.

Future (where we want to be):

Coldingley hopes to build on the level 3 audit results; getting the basics right in order to further develop the regime and the interventions required to enable successful resettlement and reduce re-offending. Priority will be given to the improvement priorities identified in the PIP document; notably the reduction in drug misuse, which is the most significant operational problem. There has been a recent restructuring of the management team to ensure a more focussed approach to tackling the more challenging performance areas.

With the planned expansion of 124 new places, Coldingley will have the opportunity to develop its services, have greater flexibility in the deployment of resources and be in a much stronger position to demonstrate its ability to perform to a high standard.

Governor's Comments:

There have recently been significant improvements in performance against targets and Prison Service Standards. This was indicated by excellent results from the level 3 SAU audit in December. It is encouraging that the measuring the quality of prison life survey conducted at the same time produced results comparable with the previous survey and placed Coldingley in the upper quartile of results for training prisons.

Coldingley's biggest problem remains the misuse of drugs. The prison is taking remedial action to tackle both the supply of and demand for drugs and will be re-deploying resources to support a number of local initiatives throughout the coming months.

Area Manager's Comments:

This is a prison which has a strong resettlement vision and associated development strategy. This has been recognised and duly praised following the publication of a full HMCIP inspection in June of 2006. Prisoners are treated well and with high levels of respect. Prisoners are involved in delivering some key advice and guidance services to other prisoners and this is consistent with reducing reoffending principles and practice. Staff/prisoner relationships are good.

However, Coldingley performs less well in relation to key performance targets (KPIs) and languishes at position 130 out of 132 in the weighted score card. As a consequence, Coldingley is being considered for downgrading from performance level 3 to level 2. The challenge for the Governor and his team at Coldingley over the next 12 months is to retain the strong and relevant visionary elements of the development strategy, whilst establishing a focus on day-to-day delivery of key performance targets and to embed a 'performance culture'. A new Governor in charge, John Robinson, took up post on 24 July 2006. John was previously Governor of HMP Kingston where he was responsible for raising the overall performance of the prison from performance level 2 to level 4. The new Governor has the right mix of skills and experience to take Coldingley forward and to make it into an all-round performer.