



MatchFit's CLIMB Programme in Action

Driving sustainable change within HMP Send



Background & Challenge

HMP Send is a closed prison for adult females housing an 80-bed Resettlement Unit, a 40-bed Therapeutic Community, a 20-bed Progression Psychologically Informed Planned Environments (PIPE) and a 20-bed Preparation PIPE. Like many challenging environments, staff motivation within HMP Send has suffered, leading to dips in performance across all grades.

New incoming Governor, Mark Creaven, was determined to improve the prison's performance. When he joined, MatchFit's CLIMB had already started and he was determined to see it through.

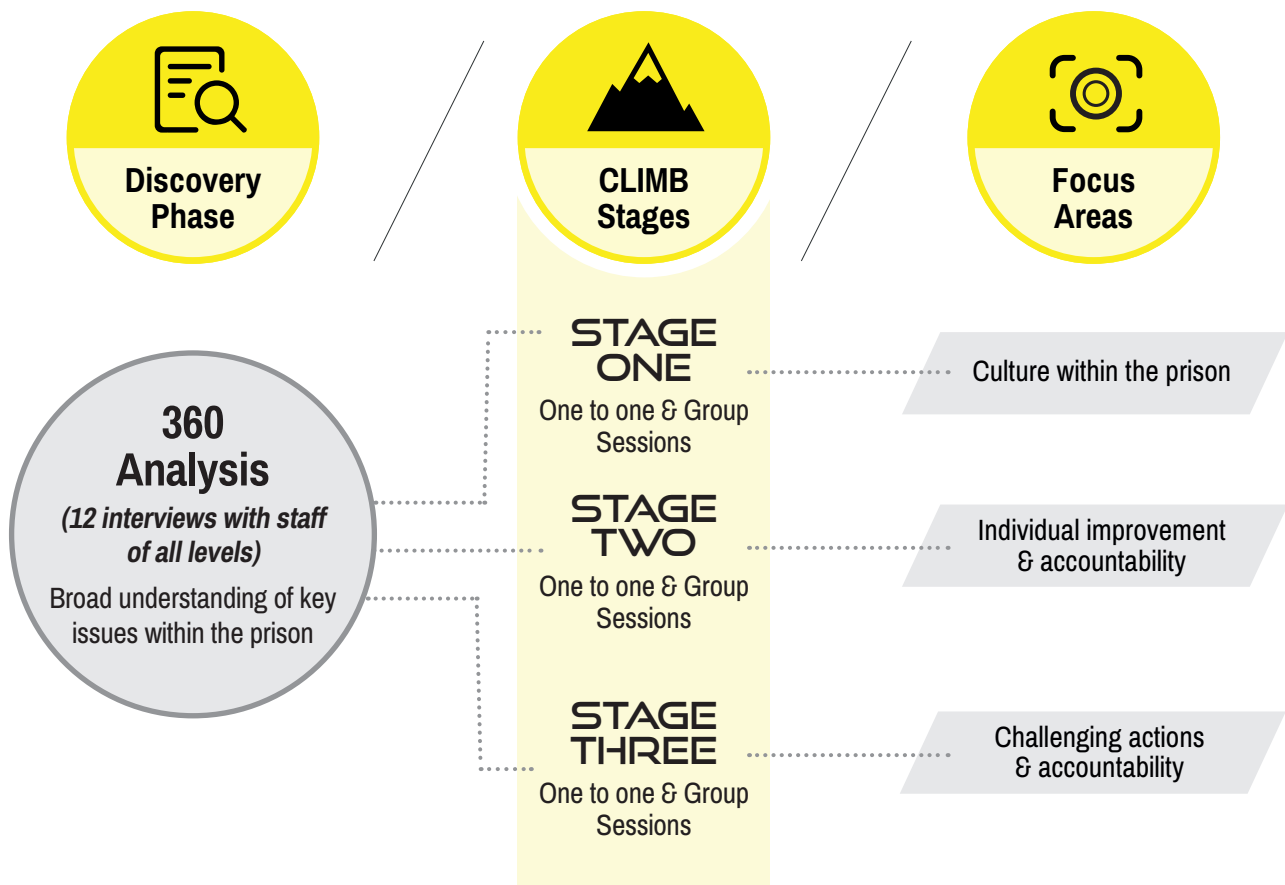
“ We started to see some real progress [with CLIMB], and achieved some good successes. When we had the evaluation at the end of the programme, I could really see the value.

MARK CREAVER GOVERNOR

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CLIMB in HMP Send – SLT development process

Each CLIMB programme aligns to a customer's needs. In HMP Send, the SLT went through three core stages of development:



360 Analysis

The first job for MatchFit consultant Catharine Brooks was to understand the underlying issues with staff performance at the prison.

“It was clear that HMP Send had its challenges and I needed to dig deep and identify what was really happening on the ground,” said Catharine.

Catharine initially conducted 12 in depth interviews with staff from different functions and seniority levels.

The aim was to find out what it was like to work at the prison including:

- what the culture was like
- how people and teams communicated
- the strength and nature of relationships both peer to peer and between staff and managers
- how collaborative the environment was
- how easy it was to provide feedback, both up and down the chain

This work uncovered many of the key issues and created a baseline for the sessions to come.



“It was clear that HMP Send had its challenges and I needed to dig deep and identify what was really happening on the ground”

Catharine Brooks

MatchFit® Intervention Consultant

360 Analysis deliverable

From Stage One, 12 individual feedback reports were produced together with a summary report detailing the key issues that had been uncovered and were to be used as the baseline for the upcoming sessions.

CLIMB Stages One to Three – One to One and Group Sessions

For HMP Send, three separate stages of one to one and group sessions with the SLT were planned in, with the aim of laying the groundwork for a high-performing environment. This took in the region of six months to complete.

STAGE ONE



Stage One saw initial one to one and group sessions focussed on culture, communication and leadership style with the aim of digging deeper into some of the issues that came out of the 360 Analysis.



Each SLT team member was taken through a series of one to one in-depth interviews examining issues such as:

What was **working well** and what needed to be **improved**

The **culture** within the SLT and wider staff group

The **effectiveness** of staff **engagement**

How **effective** the team was at **achieving results**

Trust levels within the SLT and how easy was it to give each other **feedback**

How **behaviours** were being modelled

How **visible** and **approachable** the SLT were to staff

How well/badly **communication** was working in the prison

Whether there was a **vision** everyone could align to and if it was clear/effective

What **career progression** opportunities existed

“This conversation has made me think differently, and I’ve already got some actions in mind to go away and work on.”

SESSION ATTENDEE

Using information gathered during the one to ones, key themes were developed for the group session.

CLIMB group sessions challenge participants to agree what needs to be changed, what practical actions they will take, how their behaviours will change and how they will influence change.



STAGE ONE OUTPUT

- Actions agreed and assigned to individuals and group
- Consultancy session with the sponsoring Governor, including results dashboard

CLIMB Stages One to Three – One to One and Group Sessions

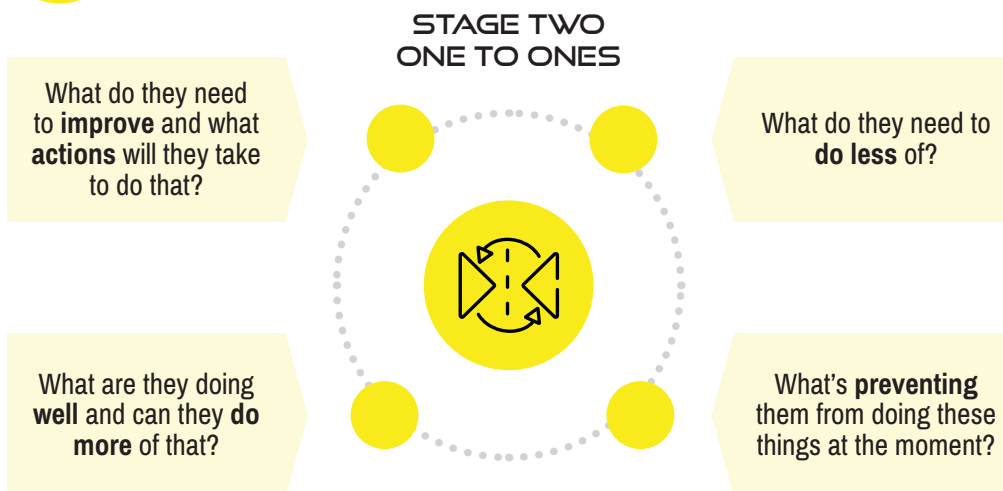
STAGE TWO



The second stage one to one sessions were more personal and bespoke, focusing on pushing each individual to turn positive intention for themselves and their immediate teams into tangible action. Intention is great but means nothing without action.



A variety of issues were explored, including:



"It's been so refreshing to be given clear ideas on how to be more effective. It feels very personal and focused on me. If I could record and bottle this up, it'd be lovely. I love it!"

SESSION ATTENDEE

The Stage Two group session focussed on the collective, and resulted in a set of actions and timelines that the SLT agreed were needed to positively affect change within the prison. This applied to core prison services but also issues such as the experiences of teams or peers. While these are not essential in operational terms, getting them right can be critical to sustainable high performance.

Personal accountability was a big focus. The SLT is only as strong as its weakest link and, if everyone takes personal accountability, even small changes can create a huge cumulative effect.

STAGE TWO OUTPUT

- Actions agreed and assigned to individuals and group
- Consultancy session with the sponsoring Governor, including results dashboard

CLIMB Stages One to Three – One to One and Group Sessions

STAGE THREE



Stage Three again started with one to one interviews and concluded with a collaborative group session.



The focus this time was to challenge participants on whether they had done what they said they were going to do. Managing time, productivity, confidence levels, personal accountability, team management and communication and being a good role model were all issues that were worked through.

With HMP Send specifically, the Governor was looking to explore new priorities that he had set for the prison, which the MatchFit team was able to include.

STAGE THREE OUTPUT

- Actions agreed and assigned to individuals and group
- Consultancy session with the sponsoring Governor, including results dashboard

FINAL OUTPUT

A consultant's report covering where they were, what they did, where they are now and what future actions are needed to continue making the improvements that have been realised to date?

The Outcomes

Following the successes of the SLT CLIMB, MatchFit has also supported HMP Send to develop their middle managers, helping them be more effective and reduce pressures on the senior team:

“Historically, the norm was to push issues up to the senior team; to get a problem off the desk and give it to a senior manager to deal with. This was probably because of a lack of confidence in being able to actually do the required actions. But having to deal with these day-to-day issues as well was overwhelming the senior team. So the CLIMB has given middle managers the awareness that they need to take that responsibility, which they’ve been able to do because we’ve given them the tools and built their capability,” commented Mark Creaven.

Staff now also feel more valued as a direct result of the CLIMB programme that has been carried through to fruition:

“ When I arrived at HMP Send, our attrition rate was 18%. Staff feedback was that in their time at HMP Send they hadn’t spoken to or had a conversation with their line manager. We now insist that we, as managers, meet with our staff every two months informally and just ask how they are; just support them around their day-to-day. Feedback from the staff has been overwhelming. They now know who their line manager is, they feel that they have a voice, and the attrition has reduced from 18% to 8%!

MARK CREAVER GOVERNOR

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