



HM Prison &  
Probation Service

Action Plan: HMP Leeds

Action Plan Submitted: 3<sup>rd</sup> June 2020

A Response to the HMIP Inspection: December 2019

Report Published: 24<sup>th</sup> March 2020

*Actions against target dates are likely to be delayed due to Covid-19 related disruptions to service delivery. Our current approach to this issue is to focus on BAU activities in Action Plans, as COVID related actions are time limited.*

## 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, Measureable, 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.

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ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP LEEDS

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>Directed to: The Governor</b>				
S44	<p>Key concern: Debt especially that accrued during the early days at the prison, and the intimidation that followed was a key factor behind violence. Despite this being known from a variety of sources, the prison had taken little action to address the issue.</p> <p><b>Recommendation: Effective actions should be formulated and implemented to reduce the risk of prisoners accruing debt during</b></p>	Agreed	<p>HMP Leeds will revise the First Night and Early Days in Custody Processes, to include the issuing of a secondary canteen pack, which will contain vapes and PIN phone credit alongside other consumables, to avoid the men getting into debt before the next standard canteen.</p> <p>Debt will be a standing agenda point in the monthly Safety Committee meeting where the data will be analysed by the Head of Business Assurance (HoBA), so HMP Leeds can monitor the key themes driving debt, and be proactive with any changes that need to be made in the Early day's canteen process. Actions will be set to address the identified key themes and these will be monitored through the Safety Committee meeting.</p> <p>HMP Leeds will look at the feasibility of refunding the cost of the kettle on return of the item with no damage, when the prisoner leaves the Prison.</p>	Governor	September 2020

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	<b>their early days at the prison.</b>				
S45	<p>Key concern: We found evidence of excessive and disproportionate use of force. De-escalation was not sufficiently evident and body-worn cameras were not used routinely, inhibiting effective oversight and accountability.</p> <p><b>Recommendation: All uses of force should be justified and proportionate, and de-escalation should be used routinely.</b></p>	Agreed	<p>A review of local Control and Restraint refresher training has taken place to ensure it includes de-escalation techniques and the use of Body Worn Video Cameras (BWVC). Five Minute Intervention (FMI) techniques, which is known to aid de-escalation, have been incorporated into this training. All operational staff are required to complete the refresher training, with attendance recorded through the training data, with training statistics to be included in the quarterly equalities meeting.</p> <p>Any Use of Force (UoF) incident is reviewed by the safer custody team. Any disproportionate UoF or associated concerns are highlighted to the Deputy Governor, where a full review including BWVC and CCTV is undertaken through the UoF scrutiny meeting. All complaints of excessive UoF made by prisoners, all events where batons are drawn, and a random 10% selection of all other UoF incidents are also reviewed at the UoF Scrutiny meeting. Any further training requirements are identified and implemented as well as any need for disciplinary procedures through this process.</p> <p>A Governors order has been issued to all staff promoting the use of BWVC. When an alarm bell sounds, the control room direct all staff attending to activate their BWVC, and request confirmation this has happened. A process has been developed to ensure a de-brief takes place between the orderly officer (Custodial manager), and the staff involved following every UoF incident. This process involves insuring that BWVC were utilised during the incident and advice and guidance will be given where deficits are identified.</p> <p>The Terms of Reference (ToR) for the UoF Scrutiny meeting will ensure attendees are from various functions, including Healthcare, to provide effective scrutiny and analysis.</p>	Governor	Complete
S46	Key concern: Since the previous inspection, there had been eight self-	Agreed	A separate Prisons and Probation Ombudsman (PPO) and Death in Custody meeting, chaired by the Head of Safety, takes place quarterly. ToR are in place	Governor	Complete

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	<p>inflicted deaths, and levels of self-harm were high. Some recommendations made by the Prisons and Probation Ombudsman, notably concerning the consistency of assessment, care in custody and teamwork (ACCT) case management procedures, had not been achieved. Work had been undertaken by the prison to improve the quality of ACCTs but had not led to sufficient positive changes.</p> <p><b>Recommendation: ACCT procedures should be implemented robustly in all cases, to ensure that prisoners at risk of suicide or self-harm are given adequate supervision, care and support.</b></p>		<p>and include an assurance process to ensure that actions from the PPO are addressed timely.</p> <p>As part of the staff induction process at HMP Leeds, PPO recommendations are discussed and each new member of staff receives a copy of current recommendations to highlight the importance of working with this key stakeholder and learning from past events.</p> <p>To improve the quality of ACCT's additional supervision will be offered to ACCT assessors monthly. Our current ACCT Quality Assurance (QA) process allows for the Senior Management Team (SMT) and Case Manager's to utilise a prompt sheet identifying all elements of the ACCT and setting expectations. This will be adjusted once we roll out the new ACCT V6 towards the end of 2020.</p> <p>Enhancement of the QA process will take place to drive improvements in the consistency of ACCT case management procedures, including increased scrutiny of the post closure review processes. A new monthly Case Managers meeting will be introduced, chaired by the Head of Safety, to highlight best practice, challenge areas that require improvement and to give assurance that quality in this area is improving.</p>		<p>Complete</p> <p>September 2021</p>
S47	<p>Key concern: The safeguarding strategy outlined procedures for staff to follow across the range of safety issues, but</p>	Agreed	<p>The Head of Safer Custody will carry out a full review of the safeguarding strategy. Data and emerging themes that are produced through the Monthly Safety Committee meeting, including specific characteristics of the population at HMP Leeds, will be used to inform this review.</p>	Governor	September 2020

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	<p>was too generic and did not take into consideration issues that were emerging or were specific to the establishment.</p> <p><b>Recommendation: The safeguarding strategy should be informed by the specific characteristics of the population at Leeds. It should, in particular, identify and address the reasons for the high level of self-harming behaviour.</b></p>		<p>The monthly safety meeting will transition from a statistical meeting to one that encourages competitive analysis from its attendees. The Safety function will schedule a pre-meeting, where analysis of the data will take place to identify key risks including: common care map issues, repeat non-compliance from ACCT QA's, and higher than usual instances of self-harm among specific cohorts. This will generate more focused discussions at the safety meeting, where appropriate functional heads will be set actions and report on progress at future meetings.</p>		
S48	<p>Key concern: Only 58% of prisoners in our survey reported that they were treated respectfully by most staff, and 47% reported some form of verbal abuse from staff. We saw some dismissive and potentially intimidating behaviour by staff. Prisoners told us of their frustration about the inexperience of new staff</p>	Agreed	<p>To assess prisoner perceptions of respectful treatment by staff, monthly focus groups with the Prisoners will take place to discuss rehabilitative cultures and procedural justice. Data from these focus groups will be used to understand the perception of prisoners and tailor the training to staff to drive improvements.</p> <p>Formalised training will be implemented for staff to fully understand procedural justice with the rehabilitative agenda being developed to increase awareness of the standards expected at HMP Leeds.</p> <p>The Heads of Residence will roll out a 'quick app' system, which has successfully been piloted on E wing, to the remainder of the prison. This system deals with the top five common applications / queries and ensures they are answered on the same day to reduce low level frustrations and increase staff knowledge and awareness.</p>	Governor	March 2021

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	<p>and their inability to answer some basic queries.</p> <p><b>Recommendation:</b>  <b>Managers should ensure that staff behave respectfully towards prisoners, actively supporting them and challenging poor behaviour, in line with the principles of a rehabilitative culture.</b></p>				
	<b>Directed to: HMPPS</b>				
S49	<p>Key concern: Around two-thirds of prisoners were living in cramped, overcrowded cells, which had an impact on well-being and decency.</p> <p><b>Recommendation:</b>  <b>Prisoners should be held in uncrowded conditions and have cells that have space for each occupant.</b></p>	Not Agreed	<p>Whilst the average number of prisoners held in crowded conditions across the estate has fallen slightly, HMPPS recognises the ongoing concerns raised by the Inspectorate (and others across the estate) in relation to the use of crowded cells. While these places meet HMPPS standards for crowded accommodation, holding two men in a cell designed for one prisoner in order to accommodate national population pressures is not desirable.</p> <p>The wider problem of crowding in prisons is a longstanding issue that will not be easily addressed. However, we welcome the Government's recent announcement of up to £2.5 billion investment in new prison construction to create up to 10,000 prison places and the opportunity this creates to take steps towards reducing crowding.</p> <p>Our plan for reducing prison crowding is to replace prisons that are operating over their certified normal accommodation levels with new accommodation that is safe, decent, and uncrowded and close current (crowded or partially crowded) capacity. The first steps in this direction have already been taken with the opening of 2,100 uncrowded prison places at HMP/YOI Berwyn; 206 uncrowded places in a house block at HMP Stocken; and a commitment to construct modern, decent, uncrowded prisons at the former HMP Wellingborough and</p>	Deputy Director Custodial Capacity	

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			HMP Glen Parva sites, which are due to open in 2021 and 2023, respectively, as well as the recent announcement that a new prison will be built at HMP Full Sutton alongside the existing establishment.		
	<b>Directed to: The Governor</b>				
S50	<p>Key concern: Complaint responses did not always address the issues raised, or were dismissive. There was no management oversight of confidential complaints and we were not satisfied that all confidential complaints had been responded to.</p> <p><b>Recommendation: All complaint responses should be timely, address the issues raised and be subject to effective quality assurance.</b></p>	Agreed	<p>HMP Leeds will ensure training and awareness around best practice with regards to procedurally just responses to complaints, is delivered to both operational and non-operational staff and managers.</p> <p>The percentage of complaints that are QA'd monthly will increase to 25% until it is deemed that responses are consistently of a satisfactory standard. Advice and guidance will be given to any member of staff or manager who is identified through the QA process as requiring additional support in this area and the results of the monthly QA process will be discussed at the monthly performance meeting.</p> <p>A new process has been introduced to insure confidential complaints are responded to by the appropriate person. The complaint investigation is allocated by the Governor/Deputy Governor, and Quality Assurance of the process will be carried out bi-monthly, to ensure it is fully embedded.</p>	Governor	<p>September 2020</p> <p>Complete</p>
S51	Key concern: Although the demand for mental health services was high, the range of psychological interventions for patients with mild to moderate	Partly Agreed	<p>This recommendation is partly agreed as the action is dependent on the result of a trial and funding being approved.</p> <p>The Provider (Care UK) have developed Psychological group work packages that are currently being trialled in another Prison Establishment. If approved, these will be rolled out at HMP Leeds in March 2021. This will give an opportunity for patients to receive further support from the Mental Health team.</p>	Governor	March 2021

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	<p>mental health needs was limited.</p> <p><b>Recommendation:</b>  <b>Prisoners with mental health needs should be supported to access a range of psychological therapies, and managers, in collaboration with commissioners, should ensure that there are sufficient resources to meet unmet need.</b></p>		<p>A business case will be submitted to NHS England &amp; Improvement to increase the resource by four mental health practitioners to enable the service to deliver group work consistently and low level one to one support. The Prison has also launched a successful Keyworker scheme that adds an additional layer of support for clients.</p>		
S52	<p>Key concern: The amount of time out of cell was too limited for many prisoners, and not all received sufficient time in the open air.</p> <p><b>Recommendation:</b>  <b>Prisoners should receive at least 10 hours out of their cell on weekdays, including an hour of exercise in the open air.</b></p>	Not Agreed	<p>This recommendation is not agreed due to national policy. Under PSI 75/2011 Residential Services, there is no longer a central mandate for core day timings or regimes and there is the flexibility for Public Sector Governors to agree appropriate regimes that meet the needs of the establishment's population within available resources as part of the Service Level Agreement (SLA)/contract discussions. Governors therefore have local discretion to decide on issues such as timing, length and frequency of association, work and other activities within each establishment approved through normal line management arrangements.</p> <p>PSI 75/2011 also provides that prisoners are afforded a minimum of 30 minutes in the open air daily, as defined in the service level agreement / contract. This provision is mandatory subject to weather conditions and the need to maintain good order and discipline. This is also governed by domestic legislation, in rule 30 of the Prison Rules 1999. It is open to Governors to provide more than the minimum requirement where operationally possible.</p>		

S53	<p>Key concern: Senior leaders did not give enough priority to the importance of education, skills and work. They were also too slow in addressing the key weaknesses of the provision and had not improved the use of the available activity spaces.</p> <p><b>Recommendation:</b>  <b>Through actions and words, senior leaders should ensure that education, skills and work is given sufficient importance in prisoners' daily life. Senior leaders should ensure that all prisoners have appropriate access to purposeful activity and that they give managers overseeing education, skills and work the support that they need to make the necessary changes.</b></p>	Partly Agreed	<p>HMP Leeds is only able to Partly Agree this recommendation due to the number of prisoners who are serving under 4 weeks which impacts on them being able to access meaningful activity including education, training and employment.</p> <p>As HMP Leeds is a local prison, housing prisoners who enter the custodial system straight from the courts, the population is transient and therefore their needs can change rapidly. A six-monthly review of provision against needs will take place to ensure the provision is fit for purpose. This will be discussed at the Reducing Reoffending / Offender Management meeting, attended by both prison and Novus colleagues to address any arising issues or identified need for change.</p> <p>HMP Leeds and the education provider will undertake a curriculum review ensuring that it takes a collaborative approach with HMP Wealstun to enable a continuation of delivery for prisoners when they transfer out to HMP Wealstun.</p> <p>An exercise will take place to ensure all prisoner job descriptions accurately represent the work they will be carrying out, along with the review of the cleaning officers know your job sheet.</p> <p>The induction process will be modified to re-enforce the importance of education and purposeful activity and the key role this plays in the regime at HMP Leeds.</p> <p>The Governor will attend a quarterly governance meeting with the Head of Reducing Reoffending, Novus and Head of Learning and Skills.</p>	Governor	January 2021
S54	Key concern: Leaders had not overseen an	Agreed	HMP Leeds has introduced a structured process to drive the improvements to the teaching provision. This process identifies weaknesses in individuals, to	Governor	January 2021

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	<p>improvement in the quality of teaching, learning and assessment across activities within the prison, as they did not focus sufficiently well on the progress that prisoners were making in their education, training and work activities.</p> <p><b>Recommendation: Leaders and managers should improve the effectiveness of teaching, learning and assessment by identifying teachers and instructors who are underperforming and providing them with appropriate support.</b></p>		<p>allow the establishment to provide appropriate support. Performance management processes will be used to support this, where needed.</p> <p>The Governor will attend a governance meeting quarterly with the Head of Reducing Reoffending, Novus and Head of Learning and Skills to discuss all of the data on both quality and delivery.</p> <p>The recording and up skilling of teachers will be driven through Continuous Professional Development (CPD) including training for observations, teacher learning, and assessments.</p>		
S55	<p>Key concern: The interdepartmental risk management team meeting did not routinely discuss all high-risk cases due for release, and we found some cases that should have been</p>	Agreed	<p>Under the new Offender Management in Custody (OMiC) model, there is a greater focus on the transition of the offender from custody to community with the sharing of key risk information prior to release.</p> <p>The current InterDepartmental Risk Management Team (IDRMT) meeting has been reviewed to ensure it meets the mandatory requirements within the Public Protection manual.</p> <p>In accordance with the Public Protection Manual, all Multi Agency Public Protection Arrangements (MAPPA) and high-risk prisoners are identified on</p>	Governor	Complete

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	<p>considered by a multidisciplinary forum.</p> <p><b>Recommendation: The interdepartmental risk management team meeting should be multidisciplinary and review all relevant cases, to ensure that there is sufficient oversight of risk management planning on release.</b></p>		<p>arrival and recorded on the Prison Case Management System, with a nominated Prison Offender Manager (POM) who will manage them. All relevant MAPPA prisoners with six months to their release date, are prioritised for review at the monthly IDRMT meeting.</p> <p>The POM will work with the Community Offender Manager (COM) to complete release planning and confirm MAPPA arrangements. If there are issues in engaging the COM, a MAPPA S form will be submitted to the MAPPA Co-ordinator as per the escalation process.</p> <p>HMP Leeds will re-introduce Public Protection Unit (PPU) team meetings to ensure staff are briefed regarding any changes. The PPU Case Administrator will identify MAPPA prisoners six months prior to release and add them to the IDRMT agenda.</p>		
	<b>Directed to: HMPPS</b>				
S56	<p>Key concern: There were too many prisoners who remained at the establishment without being able to progress and address their offending-related risk factors. The longest wait, which had involved a prisoner serving an indeterminate sentence, had been nearly three years, and a number of category B prisoners had waited more than two years for a progressive transfer.</p> <p><b>Recommendation: Indeterminate and</b></p>	Partly Agreed	<p>By 2023, reconfiguration will increase the number of training and resettlement places in the adult male estate. The combination of reconfiguration and new prisons will create much-needed category B and C training places and will ensure there are sufficient resettlement places to enable the vast majority of prisoners, including men convicted of sexual offences (MCOSO), to be released from a resettlement prison, close to home. Under reconfiguration, prisoners will spend much longer in resettlement prisons.</p> <p>As part of plans to reconfigure the adult male prison estate, we are implementing new offender flow rules, which set out how prisoners will flow through the reconfigured estate. These new rules support the Offender Management in Custody Model, so offender flows will align with the new case management approach. The offender flows will be underpinned by the National Allocation Protocol, which will remove acceptance screening and allow prisoners to flow through the system more smoothly.</p> <p>The new offender flow rules are rolling out in five geographic 'Lots' between 2020 and 2023. HMP Leeds is in Lot 3, where the new rules will go live between 2021 and 2022 when prisoners will start to move on to training and resettlement</p>	Deputy Director Custodial Capacity	2023

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	<b>category B prisoners should be transferred swiftly to establishments which are able to address their needs and support their progression.</b>		places in line with the new rules. In terms of prisoners in the training cohort, the new rules state that they should move to resettlement when they have between 24 and 10 months' time left to serve. The POM will decide which point in time a prisoner should move based on their individual circumstances and progress against their sentence plan. This will enable prisoners to spend much longer in resettlement prisons, preparing for release closer to home.		
	<b>Directed to: The Governor</b>				
S57	<p>Key concern: There were too few interventions to enable prisoners to address their risks and offending-related needs, and no specific, systematic support or help for those who had experienced abuse or other personal trauma.</p> <p><b>Recommendation: A range of interventions should be provided, to help prisoners to address risks and offending-related needs.</b></p>	Agreed	<p>As a reception/resettlement prison, HMP Leeds does not meet the criteria for delivering accredited Offender Behaviour Programmes (OBP). All prisoners identified as requiring an OBP by their Prison Offender Manager (POM), will have either a transfer request raised to an appropriate establishment to meet their need, or be referred to their Community Offender Manager (COM) for completion post release.</p> <p>HMP Leeds holds prisoners with predominantly shorter sentences which makes it challenging to identify appropriate interventions when the population is so transient. However, the POMs and psychology team are supporting the Key Workers in delivering Timewise and Maturation tool kits; offering prisoners some meaningful work to complete whilst at HMP Leeds.</p> <p>The Psychology team are also working in conjunction with the safety team to identify those prisoners who commit acts of violence on a regular basis, and offer one to one work to reduce further incidents of violence.</p> <p>The Drug and Alcohol Recovery Team (DART) run groups and complete one to one work for those with substance misuse issues. They are responsive to the populations needs in the interventions they offer; supporting prisoners both in custody as well as on release. There is a six-monthly review of these services via the reducing reoffending meeting with the Community Rehabilitation Company (CRC) present to create a plan of interventions both for those in custody and on release. These interventions collectively support those who have experienced abuse or trauma.</p>	Governor	September 2020

	<b>General recommendations</b>				
	<b>Directed to: The Governor</b>				
1.9	The prison should ensure that meaningful and thorough risk assessments concerning searching on reception are maintained and updated regularly, and that such risk assessments fully justify the searching.	Agreed	HMP Leeds will review the reception search risk assessment to ensure it is proportionate to the risk of the establishment, and fully justifies the search criteria. This will be monitored and reviewed quarterly at the security meeting.	Governor	June 2020
1.10	The induction programme should be supervised effectively by prison staff, and provide clear and concise information.	Agreed	<p>The general induction and education induction processes currently in place will be reviewed and amalgamated by the Head of Reducing Reoffending to deliver one aligned induction covering all relevant and salient points in an easy to understand format.</p> <p>A continuous improvement exercise with staff and prisoners will be conducted to ensure the induction process is fit for purpose for those coming into HMP Leeds.</p> <p>A dip test will be carried out six monthly by the Head of Reducing reoffending to ensure that delivery of the revised induction programme is effectively supervised by prison staff and ensure the content is in line with the agreed induction programme.</p>	Governor	January 2021
1.22	The prison should investigate prisoners' widespread feelings of intimidation by staff and take appropriate actions.	Agreed	To assess prisoner perceptions of respectful treatment by staff, HMP Leeds will complete prisoner surveys, have wing champions in place, and implement prisoner focus groups led by staff to discuss rehabilitative cultures and procedural justice. Data from these focus groups will be used to understand the perception of prisoners and tailor the training to our staff to drive improvements.	Governor	September 2021

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			<p>Formalised training for staff to fully understand procedural justice and the rehabilitative agenda will be developed to increase awareness of the standards expected at HMP Leeds.</p> <p>Complaints will be comprehensively investigated including encouraging an open culture of reporting intimidation. Managers will be made aware that, when responding to complaints, any indication of intimidation must be thoroughly investigated and robustly challenged.</p>		
1.26	A broad range of adjudication data should be routinely analysed, to identify trends and emerging themes of poor behaviour.	Agreed	The ToR for the monthly Segregation Monitoring and Review Group (SMARG) meeting will be reviewed to ensure adjudication data is analysed and that trends and emerging themes are identified. Actions to address these will be set and tracked via this meeting.	Governor	September 2020
1.48	When a decision is taken to segregate a prisoner who is subject to assessment, care in custody and team work (ACCT) procedures, a defensible decision log should be completed to show the exceptional reasons for segregation, and consideration of alternatives and of the individual circumstances of the prisoner.	Agreed	<p>The Deputy Governor and Regional Safer Custody Team receives a copy of the defensible decision logs for all prisoners' subject to ACCT procedures who are housed in the segregation unit at HMP Leeds. If there are concerns with the quality of this log action is taken immediately.</p> <p>Any issues that are highlighted through the checks are managed through the bi-lateral process with individual staff members, and the outcome of the quality assurance of the logs is fed into the Deputy Governor's monthly assurance checks, which go on to be presented in the SMARG.</p>	Governor	Completed
1.51	Staff should be aware of their statutory safeguarding duties, and there should be a coordinated approach to ensuring that the safeguarding needs of prisoners are met. This	Agreed	<p>Safeguarding awareness will be highlighted to all staff in the weekly bulletin, wing briefing, weekly residence meeting, including the identification and referral processes.</p> <p>Key workers will be offered awareness training on the safeguarding strategy annually which will be supported by the SPO and POM's providing briefings to keyworkers daily.</p>	Governor	September 2020

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	should include prompt referral, care planning and ongoing monitoring.		<p>Referrals will be monitored through the Safety Interventions Meeting (SIM), which is attended by a multi-disciplinary team to ensure that appropriate cases are referred to the Local Safeguarding Adults board.</p> <p>All reception and First Night Centre (FNC) staffing group will be up skilled in identifying and referring any men identified with safeguarding needs. All prisoners who have been referred to the SIM will be supported by Challenge Support Intervention Plans (CSIP), and referrals will be discussed at the SIM. This will be a standing agenda item.</p> <p>A 10% dip test of the outcomes from the SIM meeting to be discussed at the safety meeting on monthly basis.</p>		
2.13	Managers should ensure that relevant food and safety hygiene regulations are adhered to in all areas where food is stored, prepared or served.	Agreed	<p>All prisoners working with food will be issued with appropriate hygienic Personal Protective Equipment (PPE) including hats.</p> <p>The Kitchen manager alongside the Head of Residence will revise the local food trolley process to ensure the safety hygiene regulations are adhered to and that no leftover food is left overnight in the trolleys.</p>	Governor	July 2020
2.21	Applications should be tracked, to ensure that prisoners receive a timely response.	Agreed	<p>The Heads of Residence will roll out a 'quick app' system, which has successfully been piloted on E wing, to the remainder of the prison. This system deals with the top five common applications / queries and ensures they are answered on the same day to reduce low level frustrations and increase staff knowledge and awareness.</p> <p>In addition, a working group will be organised to conduct a Continuous Improvement (CI) exercise. This will focus upon both the application process itself and the quality of responses.</p>	Governor	January 2021
2.22	Prisoners should be able to have legal visits in full privacy.	Not agreed	HMP Leeds is unable to agree to this recommendation as there is no further funding available to make any changes to the legal visits. Although a bid was successful to install doors and ceilings onto the legal visit booths, this still does not allow prisoners to have full privacy.		

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			When capacity allows, HMP Leeds will seat visitors in every other booth, to maximise privacy within the legal visits hall, as well as promoting the accessibility of booking the Video Conferencing facilities to legal visitors. Both actions are dependent on the number of legal visitors daily, and therefore cannot be guaranteed.		
2.23	Eligible prisoners should be informed of their voting rights and enabled to exercise those rights.	Agreed	In addition to the posters that were on display and the leaflets on the Prisoner Information Desk (PID); for future elections, key workers will ensure the prisoners are aware of their legal voting rights.	Governor	Completed
2.39	Black and minority ethnic and Muslim prisoners' negative perceptions of relationships with staff should be fully investigated, and the findings addressed.	Agreed	<p>Six monthly focus groups will be held with Black and Minority Ethnic and Muslim prisoners to understand their negative perceptions of relationships with staff. These will be led by the manager of the equalities department, who is a non-operational member of staff. Surveys will be circulated to prisoners and analysed by the psychology department, so HMP Leeds can clearly understand themes requiring discussion at the focus groups. The outcomes from the focus groups will be used to address training needs with staff and any specific action as necessary.</p> <p>Data from the national Equalities Monitoring Tool (EMT), alongside local data around specific processes at HMP Leeds such as adjudications and Incentive Policy Framework (IPF) levels, will be presented and be a standing agenda item at the equalities meeting Governors question time forum and the monthly wing consultative meetings to dispel myths and restore the men's confidence in the fair application of processes at HMP Leeds.</p>	Governor	April 2021
2.55	Custody staff should be trained in the use of an automated external defibrillator and know the location of emergency equipment.	Not Agreed	HMP Leeds are not agreeing to this recommendation as the use of the defibrillator is not mandatory training. There is appropriately first aid trained staff in the establishment if initial first aid is required. HMP Leeds has appropriately qualified healthcare cover 24 hours a day, 7 days a week, who has full access to the defibrillator which is their responsibility.		

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	<b>Directed to HMPPS</b>				
2.83	HMPPS should work with the Department of Health, and NHS England and Improvement to ensure that the transfer of patients to hospital under the Mental Health Act occurs within agreed Department of Health timescales.	Partly Agreed	<p>The timeliness of transfers under the Mental Health Act are not within the control of the Healthcare Provider or the Prison, they are within the remit of NHS England &amp; Improvement Specialised Commissioning (Mental Health) However, the Provider works in partnership with the NHSE &amp; I Case Managers and Secure Mental Health units to expedite transfers and remittance back to Prison at the earliest opportunity.</p> <p>NHS England &amp; Improvement is currently reviewing arrangements for the timely transfer and remission of prisoners to and from secure mental health hospitals. A 10 point plan has been developed that will include a review of current best practice guidance, review of existing service specifications, the testing out of new models of care within prison settings and new navigator roles to support the transfer and remission process.</p> <p>The regional Commissioning architecture has also been reviewed so as from October 2017 Health &amp; Justice Commissioners and Specialised Secure Mental Health Commissioners are governed within the same regional team structure facilitating closer collaborations for managing transfers from Prison to Hospital.</p>	NHSE & I Specialised Commissioning (Mental Health)	Ongoing
	<b>Directed to the Governor</b>				
2.100	The in-possession policy should be followed robustly, and any deviations from the risk assessment and its rationale recorded accurately on SystemOne.	Agreed	The Provider (Care UK) will complete a review of in possession prescribing and audit compliance against the policy. All variances will be addressed with individual prescribers. Audits and related action plans are reviewed as part of the ongoing Contract Management process by NHS England & Improvement.	Governor	Completed
2.106	Governance arrangements should be developed to ensure that staff training and appraisal processes are effective and keep patients safe.	Agreed	This recommendation relates to the Dental service. A new tracking system has been implemented by the Provider to monitor compliance with mandatory training and regular updates are provided to Care UK. The Provider has investigated the appraisals and can confirm that all dental staff had an up to date appraisal. Compliance with appraisals & mandatory training along with any	Governor	Completed

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			related action plans are reviewed as part of the ongoing Contract Management process by NHS England & Improvement.		
3.12	A computerised integrated library management system should be introduced. (Repeated recommendation 3.10)	Agreed	HMP Leeds has secured funding for the roll out the digital libraries which will be completed by September 2020.	Governor	September 2020
3.26	Leaders and managers should ensure that teachers take account of prisoners' starting points, learning goals and future plans when planning their sessions.	Agreed	Prisoners are allocated to induction on reception where they are assessed using the Basic and Key Skills Building (BKSB) Diagnostic system. This identifies current levels of functional skills and these are used to appropriately allocate prisoners. A Prisoner Learner Plan is created on induction highlighting functional skill levels, and long and short-term goals. This is then uploaded to PNOMIS so it can be shared with all staff. Prisoner Learner Plans will be individualised and 25 will be dip tested every month, by the Head of Learning and Skills and NOVUS to ensure a high standard of quality.	Governor	September 2020
3.33	Leaders and managers should ensure that the proportion of prisoners who attend their activities increases substantially.	Agreed	Attendance at purposeful activity places will be monitored twice a day and the digital appointment system will ensure Prisoners attend their placement, and are then collected from there for any appointments such as Healthcare. Non-attendance is managed after each session by Activities and followed up.  In order to support attendance, an exercise will take place to ensure all prisoner jobs descriptions accurately represent the work they will be carrying out, along with the review of the cleaning officers know your job sheet.  HMP Leeds will also track the number of activity places that are not filled at the monthly reducing reoffending meeting, this will allow the establishment to address any concerns with particular activities.  A six-monthly review of the provision against the need will take place to ensure the provision is fit for purpose. This will be discussed at the reducing reoffending	Governor	January 2021

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			/ offender Management meeting, attended by both prison and Novus colleagues to address any arising issues or identified need for change.		
3.34	Leaders and managers should measure the impact of the advice and guidance provided, to ensure that prisoners develop realistic plans for their future lives.	Agreed	<p>HMP Leeds has changed the Service Level Agreement (SLA) and contract delivery with NOVUS works to improve release plans making them more realistic. This will be monitored through data being submitted to the monthly reducing re-offending meeting.</p> <p>The Information Advice and Guidance (IAG) has been commissioned for April 2020 where additional robust quality assurance measure have now been included into the tender process which will measure outcomes.</p> <p>Guidance workers will also update Learner plans regularly and an exit survey will be completed with every prisoner prior to release.</p>	Governor	September 2020
3.39	Managers should ensure that the proportions of prisoners who achieve their qualifications in functional skills English and English for speakers of other languages improve rapidly.	Agreed	The guided learner hours have now been adjusted, which will allow for Prisoners to complete the appropriate courses within a reasonable timescale on reception into HMP Leeds. Additionally, English to Speakers of Other Languages (ESOL) has now been implemented in line with population management and is reviewed every six months.	Governor	September 2020
3.40	Managers should ensure that a greater proportion of prisoners secure employment or go on to training and education when they are released from prison.	Partly Agreed	<p>HMP Leeds is only able to partly agree this recommendation due to the population being predominantly short term. In general, more than 45% of the population have served less than six weeks prior to release.</p> <p>A change in the SLA and contract delivery with NOVUS works for improved plans on release has been agreed. The data will be monitored through the monthly reducing reoffending meeting.</p> <p>Learner plans will consider short term and long-term goals in preparation for release. Novus guidance workers work alongside Novus works to identify appropriate pathways.</p>	Governor	January 2021

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			The reducing reoffending partnership board identifies, where possible, those men due for release, and supports them through the process of gaining employment or further education.		
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Recommendations	
Agreed	26
Partly Agreed	5
Not Agreed	4
<b>Total</b>	<b>35</b>

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